ARMY RESERVE

ARMY RESERVE MAGAZINE

THE FIRST ISSUE OF 1989

1989: "The Year of the NCO"

1989 will be the "Year of the NCO."

Secretary of the Army John O. Marsh Jr., Army Chief of Staff Gen. Carl E. Vuono, and Sergeant Major of the Army Julius W. Gates announced the successor to the "Year of Training" in a Dec. 29 joint proclamation lauding the accomplishments of NCOs and outlining the role of today's enlisted leadership.

The following is the complete text of the proclamation announcing 1989's Army theme:

The NCO is the Army theme for 1989.

Soldiers who wear NCO's chevrons on their sleeves represent a unique Army strength upon which this year's Theme will focus. The previous yearly themes of Spirit of Victory, Physical Fitness, Excellence, Families, Leadership, Values, The Constitution and Training all have a special bearing on NCOs, who have key responsibilities in accomplishing the Army's missions.

Throughout the history of our Army, the NCO has played an indispensable role in the warfighting readiness of our force. Baron Von Steuben, in writing our first Army manual, known as the "Blue Book," acknowledged the importance of selecting the right soldiers as NCOs: "The order and discipline of a regiment depends so much upon their behavior, that too much care cannot be taken in preferring none to that trust but those who by their merit and good conduct are entitled to it."

Today, we continue to expect of our NCOs the highest professional standards and a diversity of knowledge in order to lead their soldiers in ensuring our Army is trained and ready. Tomorrow we shall expect no less.

NCOs provide the day-to-day leadership to our soldiers. They ensure individual soldiers attain and maintain the required standards of proficiency and link soldier performance to unit missions. It is the NCO who must be certain of the soldier's ability to succeed in combat. With their officers, NCOs are responsible for the planning, execution, and assessment of training.

The NCO is both a leader and a role model. The process which develops NCOs as leaders has three components:

- Institutional schooling at every level according to the Noncommissioned Officer Education System.
- Operational experience in their respective military occupational specialties
- Self-development, which relies on the initiative an NCO takes to improve through reading, correspondence courses and similar efforts.

NCOs earn and retain the respect and confidence of their superiors and subordinates through demonstrated tactical and technical competence, and knowing how to lead and care for soldiers. As leaders, NCOs must satisfy the imperatives of mission accomplishment and the needs of their soldiers, and place both ahead of their own personal welfare.

NCOs have a long history of dedicated service to soldiers, units, the Army and our Nation. We acknowledge their unique contributions, past, present and future, in declaring this special Army strength the 1989 Army Theme, "The Year of the NCO."

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Army Reserve Magazine
Vol. XXXV, Number 1
First Issue of 1989

ISSN #0004-2579
USPS #552-590

FRONT COVER: An M198 155mm howitzer of B Battery, 3/15th Field Artillery, Lincoln, Ala., firing at Pelham Range, Fort McClellan, Ala. The 3/15th is a unit of the 121st ARCOM.

Army Reserve photos by Capt. John Florence

BACK COVER: During infantry training at Fort McCoy, Wis., an Army Reserve soldier uses a Dragon antitank weapon to ambush an armored personnel carrier.

Army Reserve photo by Joe Cordo

CHIEF, ARMY RESERVE
Major General William F. Ward Jr.

CHIEF, PUBLIC AFFAIRS OFFICE
Joseph G. Hanley

EDITOR
Major James M. Kroesen

ASSOCIATE EDITOR
Willis J. Haas

ARMY RESERVE MAGAZINE is published quarterly by the Chief, Army Reserve, ATTN: DAAR-PA, The Pentagon, Washington, DC 20310-2400, in accordance with Section 278, Title 10 USC. The Secretary of Defense has determined that the publication of this periodical is necessary in the transaction of the public business required by law of the Department of Defense. Use of funds for printing this publication has been approved by the Secretary of the Army on 2 September 1986 in accordance with the provisions of AR 310-1. Opinions expressed are neither official policy nor directives. Direct communication with the editor is authorized, at the address above. Local reproduction of all materials is approved, except that which is marked copyrighted. Articles are solicited, as are story ideas and layouts.

"The Secretary of Defense shall require the complete and current dissemination to all Reserves and the Public of information of interest to the Reserve Components."
Section 278, Title 10, U.S. Code.

POSTMASTER: Second Class postage in Washington, D.C. and additional mailing offices. Send Postal Form 3579 to ARMY RESERVE MAGAZINE, c/o ARPERCEN, ATTN: DARP-EPO, 9700 Page Blvd. St. Louis, MO, 63132-5200.

Manuscripts and other correspondence for the editor should be addressed to ARMY RESERVE MAGAZINE, 1815 North Fort Myer Drive, Arlington, VA 22209-1808.

The telephone number is Autovon 226-3962, or commercial (202) 696-3962.

The Dialcom address is USR001.

ADDRESS CHANGES

Here's how to change your address to *Army Reserve Magazine*:

Reserve unit members: Provide new address to your unit for SIDPERS-USAR entry.

IRR, IMA or AGR Reservists: Provide new address to your personnel manager at ARPERCEN.

Retirees: Send to ARPERCEN, ATTN: DARP-PAR-MM, 9700 Page Blvd., St. Louis, MO 63132-5200.

Postal Form 3579: Send to ARMY RESERVE MAGAZINE, c/o ARPERCEN, ATTN: DARP-EPO, 9700 Page Blvd. St. Louis, MO 63132-5200.

Others: Send to the editor.

Decorations Authorized On Class B Uniform

Soldiers may now opt to wear their awards, badges and decorations on the shirt of the Class B uniform.

The change — effective immediately — was prompted by "strong input" from soldiers worldwide and coincides with other measures designed to improve the appearance of Class B shirts, say DA personnel officials.

According to MSgt. Kathleen Harvey of the Office of the Deputy Chief of Staff for Personnel (ODCSPER), other changes on the way for the Army green shirt include a slightly heavier fabric; fusible construction of the collar, pocket flaps and epaulets; a shorter collar on the men's shirt; and a longer collar on the women's shirt.

"The new material will also help support the weight of the awards and decorations on the uniform shirt," said Harvey, who works in the Soldier Policy Branch. "However, many of the soldiers who were already authorized to wear awards on the Class B shirt have found that attaching the awards to some kind of backing inside the shirt prevents drooping."

Now authorized for optional wear on the AG 415 green and AG 428 polywool green shirts are:

— Individual awards and decorations.

— Unit awards and decorations.

— Miniature (half-size) or full-size combat and special skill badges.

— Marksmanship, identification and foreign badges.

— Regimental and infantry distinctive insignia, as well as airborne trimming.

"Just use the same guidelines of AR 670-1 ("Wear and Appearance of Army Uniforms and Insignia") for placing items on the shirt that you would use to put them on the jacket," Harvey advised. "Everything goes on just the same."

Chaplains' insignia, still authorized for wear on the Class B shirt, will take precedence over all other badges or awards and will be worn centered over the left breast pocket above all other accouterments. However, to ensure that their identifying insignia is not obscured by the shirt's collar, chaplains may wear no more than two other badges.

The new policy does not allow soldiers to wear distinctive unit insignia on the shirt's epaulets. In addition, no sew-on patches, badges or insignia may be worn. Soldiers authorized to wear Ranger and Special Forces tabs may wear the metal replicas as they normally would on the dress blue jacket.

Although the wear of these items with the Class B uniform is optional to the soldier, commanders may require the wear of awards and decorations only for parades, reviews, inspections, funerals and ceremonial or social occasions.

Harvey said the change was based on desires surfaced by soldiers Armywide — particularly junior soldiers and those assigned to Department of Defense and joint service duties — and is endorsed by Sergeant Major of the Army Julius W. Gates as an "enhancement of morale and esprit." Members of the other services and many allied armed forces have long worn awards on their equivalent to the Class B.

Soldiers in tropical climate zones have worn awards and decorations on their Class B uniforms as a "hot-weather Class A" uniform (with the approval of their major Army commanders) since 1979. In addition, the Army recently authorized recruiters to wear awards and decorations on their green shirts. The new policy, say personnel officials, extends that authority to the rest of the Army.

STAR Program Offers New Education Options

A new Army Reserve program will give Reserve soldiers interested in training in a medical or dental field the opportunity to study for an associate or technical degree while serving and training part-time in the Reserve.

The Specialized Training for Army Readiness (STAR) Program seeks soldiers willing to make a commitment to enter an allied health profession and affords them a financial incentive to achieve this goal.

STAR includes three phases of instruction. Phase 1 is basic combat training. Phase 2 is the civilian academic training leading to an associate or technical degree in a medical or dental field at an accredited civilian institution of their choice. Phase 3 is four weeks of active duty medical proficiency training at an Army hospital.

Qualified soldiers will receive the cost of tuition, books and fees for the technical training, as long as they meet the school's academic requirements and maintain satisfactory participation in an Army Reserve troop program unit.

STAR targets training for eight medical technician specialties which the Army needs. They are 42D, dental laboratory specialist; 91B, medical NCO (emergency medical technician/paramedic); 91C, practical nurse; 91D, operating room specialist; 91P, X-ray specialist; 91Q, pharmacy specialist; 91V, respiratory therapy specialist, and 92B, laboratory specialist.

STAR prototype programs are starting this spring in Albany and Newburgh, N.Y.; Boston, Mass.; Cincinnati and Cleveland, Ohio; Jackson, Miss.; Kansas City, Kan.; San Francisco, Calif., and Salt Lake City, Utah. Army Reserve recruiters in those communities have more information.

TAPA Now PERSCOM

The U.S. Total Army Personnel Agency (TAPA) has been redesignated the U.S. Total Army Personnel Command (PERSCOM).

The change, effective Dec. 8, is a name-change only and does not otherwise affect the organization's mission or functions. Before it was called TAPA, the organization was known as the Military Personnel Center (MILPERCEN).

PERSCOM, headquartered in Alexandria, Va., will continue to manage worldwide military and civilian personnel operations for the Total Army during peace and war. While Army Reserve soldiers look to ARPERCEN in St. Louis, Mo., for much of the support which active-duty soldiers receive from PERSCOM, elements of PERSCOM do perform many functions for Reservists, including operation of promotion boards.

Farewell to the Trusty DF

It's the end of an era. DA Form 2496, Disposition Form, the Army's handy-dandy do-everything form for years, was discontinued effective Jan. 1 (or whenever your stock of blank DFs is used up.) It is being replaced by an informal memorandum format for which plain white bond paper can be used. The newly revised AR 25-50, Preparing and Managing Correspondence, makes it official.

New High-Tech Facility

Ground was broken in November for a new regional maintenance training facility at Sacramento Army Depot, Calif., for Army Reserve and National Guard soldiers.

The facility is one of two such centers in the U.S., the other being at Tobyhanna Army Depot, Pa. The Sacramento center will focus on maintenance training for sophisticated electronic equipment such as laser rangefinders, satellite radios, tactical computers and weapons systems components. While not all these systems are found in Reserve centers or Guard armories, Reserve and Guard maintainers may be called upon to repair such equipment in a mobilization situation.

The $1.9-million center which will be able to train up to 175 soldiers at a time, will be completed in September.

Subscriptions Now Available

Paid subscriptions to *Army Reserve Magazine* are now available from the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. Phone orders may be placed by calling (202) 783-3238.

Price is $1.50 per copy, or $5 per year. Payment may be made by check, money order, MasterCard or VISA.

Persons who are not members of the U.S. Army Reserve and organizations lacking official justification to receive a free subscription to *Army Reserve Magazine* are encouraged to contact the Superintendent of Documents if they wish to receive the magazine.

An Army Reserve Glossary

The Army, and the Army Reserve, would be speechless without acronyms. Here's a glossary of terms frequently used in *Army Reserve Magazine*:

ADT — Active Duty for Training. This type of active duty is performed by any Reservist attending a school, counterpart training or other special training activities.

AGR — Active Guard/Reserve. Army Reservists on full-time active duty in support of Reserve units and programs. The National Guard has a program of the same name, which is administered separately.

ARCOM — Army Reserve Command. One of 21 geographic major Army Reserve commands throughout the U.S. (plus one in Germany). Most (but not all) Army Reserve units are subordinate to an ARCOM, which is commanded by a Reserve major general.

ARPERCEN — Army Reserve Personnel Center in St. Louis, Mo. The nationwide administrative and personnel management center for the Army Reserve. It is the headquarters for AGR, IMA and IRR Reservists.

AR — Army Regulation.

AT — Annual Training. Active duty performed annually (usually for two or three weeks) by Army Reserve units and by IMA Reservists.

CONUSA — CONtinental U.S. Army. The five numbered Army headquarters, which are subordinate to FORSCOM and command Army Reserve units in their respective regions. CONUSAs are commanded by Regular Army lieutenant generals.

DA — Department of the Army. The headquarters of the Army, located in the Pentagon, Washington, D.C.

FORSCOM — Forces Command. The Army specified command headquartered at Ft. McPherson, Ga., which commands virtually all Army Reserve units in the U.S.

FY — Fiscal Year. This is the budgetary and training year for the Army. It starts on Oct. 1 and ends on Sept. 30.

GOCOM — General Officer Command. A unit of the Army Reserve with a general officer commanding, other than an ARCOM or a Division (Training). GOCOMs are functionally organized and are usually identified as a brigade or command.

IDT — Inactive Duty Training. Defined by AR 140-1. The most common example of IDT is weekend drill.

IMA — Individual Mobilization Augmentee. A Reservist who is assigned to an active Army unit or agency with which he or she would mobilize in case of emergency. IMA's serve at least two weeks of AT with their unit of assignment each year.

IRR — Individual Ready Reserve. A Reservist who does not belong to a Reserve unit or hold an IMA assignment. IRR soldiers do not normally drill but may serve tours of ADT. Upon mobilization, IRR soldiers receive orders from ARPERCEN.

MUSARC — Major U.S. Army Reserve Command. The highest level of USAR unit commanded by a Reserve general. All ARCOMs, all Divisions (Training) and any GOCOM with a major general commanding is a MUSARC.

MUTA — Multiple Unit Training Assembly. Commonly known as "weekend drill." The most common form is a MUTA-4, which includes four four-hour unit training assemblies.

OCAR — Office of the Chief, Army Reserve. The agency of the DA staff in Washington responsible for Army Reserve policy and budget matters.

ODCS — Office of the Deputy Chief of Staff — the principal DA staff elements. The last two or three letters tell which one — most commonly seen are ODCSLOG, logistics; ODCSOPS, operations, and ODCSPER, personnel.

PERSCOM — Total Army Personnel Command, formerly Total Army Personnel Agency (TAPA) and Military Personnel Center (MILPERCEN). Located in Alexandria, Va., this agency is the active component counterpart to ARPERCEN, and has some responsibilities affecting the Army Reserve.

RC — Reserve Component. Each branch of the U.S. military services has a regular component and one or more reserve components. The reserve components of the Army are the Army Reserve and the Army National Guard of the U.S.

SIDPERS — Standard Installation/Division Personnel System. The Army Reserve-wide computerized personnel data base.

Other acronyms are defined when they are used in a story.

Overseas Missions for Army Reserve?

Army Proposal Would Rotate Reserve Troops to Germany

By Diane Dove

An equipment maintenance center is being established in the Federal Republic of Germany, to be manned by Army Reserve and National Guard troops on a rotating basis.

The proposal calls for 30 Army Reserve and Army National Guard full-time personnel to staff the center, with Reserve and Guard heavy equipment maintenance companies from the U.S. manning the centers during three-week active duty deployments. A typical maintenance company would deploy to the center every three years.

The first unit involved in this project — a National Guard company — is to arrive in Europe in April. The first Army Reserve company to rotate will be the 238th Maint. Co, San Antonio, Texas, in June.

The project is in response to Senate Appropriations Committee interest in full-time missions overseas for the Army Reserve and National Guard. In its 1987 and 1988 reports, the committee recommended such missions, noting that overseas presence on a full-time basis would further the total force concept. The committee requested a report from the Army on possible missions.

The Army report said the rotation plan will target and use current overseas deployment training to maximize benefits for the total force. It will enable Reserve and Guard soldiers to train on the Army's most modern heavy equipment systems.

In addition, the center will fill an important requirement in U.S. Army Europe (which will provide the facilities and equipment needed). Much of the equipment that will be maintained under the plan is now being maintained at a higher cost by foreign contractors.

The Appropriations Committee, in its 1989 report on the Defense Appropriations Bill, recommended that $2.9 million be provided for "creating an equipment maintenance facility in Germany to be manned on a full-time basis by Guard and Reserve personnel on overseas deployments."

The committee believes the center will save money, as equipment will be maintained with Army resources rather than paying foreign contractors to perform those tasks.

The success of this plan would encourage assignment of additional overseas missions to the Reserve and Guard.

Reserve Soldiers Get New Pay System

Soldiers in the Army Reserve and Army National Guard are now getting paid sooner for their drills, under a change to the reserve components pay system which became effective Feb. 15.

Under the previous system, soldiers received their paychecks around the first week of the second month after they drilled. For example, soldiers who drilled July 15-16 received their paychecks in the first week of September.

Under the new system, soldiers will be paid about a month after their drill — about 15 days earlier than previously.

The change means that Army Reserve soldiers should have received two paychecks in February. The first, at the beginning of the month, was for December drills. The second, which inaugurated the new system, was for January drills.

After the catch-up, checks will be mailed the 15th of each month from the Army Finance and Accounting Center (USAFAC) at Fort Benjamin Harrison, Ind. Soldiers with SUREPAY or Direct Deposit will have their accounts credited on the 15th, and will also receive a pay advisory notice on or before the 15th indicating the amount credited to their account.

New Retention Tools

Two new Retention Publicity Items (RPI) are now available for Army Reserve use. They are booklets titled "Stay on Top of a World of Benefits" (RPI 457) and "USAR Retention Guide" (RPI 458).

"Stay on Top . . ." is a flip-chart booklet designed for easy reference to the features and benefits of continued service in the Army Reserve. It describes the most benefits and includes key references and sources of help in obtaining these benefits.

The Retention Guide outlined steps leaders at all levels can take to keep good soldiers in the Army Reserve. It includes a section on retention tools available to help leaders in the retention efforts.

Both booklets are available for issue from the RPI system. To obtain an RPI, send an RPI Requisition Card (RPI 099) to HQ USAREC, ATTN: USARCASP-MD, Bldg. 48G, Fort Sheridan, IL 60037-6100.

Good Deal From Greyhound

Greyhound Lines, Inc., is offering a new travel program for service members — including Army Reservists — and their families.

According to the Military Traffic Management Command (MTMC), the special offer provides round-trip service between any two points served by Greyhound for a fare of $149. Tickets are good for 120 days. The appropriate military ID card must be displayed to get the special rates.

The special offer does not apply during certain holiday periods. If used for a child's travel, additional children's discounts cannot be figured into the price.

For explanation of acronyms, see the Army Reserve Glossary on page 5.

Oil and Water Mix In Liquid Logistics

Supply of water for Army troops used to be an engineer mission, while petroleum was handled by quartermaster troops. In 1984, the Army decided to make both liquids the responsibility of the Quartermaster Corps.

The Army Quartermaster School at Fort Lee, Va., adapted to the change, and in 1988 the former Petroleum and Field Services Department at Fort Lee became the Liquid Logistics and Field Service Department. The department is responsible for training soldiers in MOS's 77F, 77W, 43M, 57E and 77L.

With two-thirds of the Total Army's quartermaster troops in the reserve components, the trainers at Fort Lee have come up with new training approaches to meet the special needs of Reserve and Guard units. Branch Training Teams and Mobile Training Teams are designed to provide training directly to units, and a series of teaching packets for use by local instructors are available.

The department is still looking for ways to be of service to Reserve units. Quartermaster liquid logistics soldiers with ideas or questions are encouraged to write the U.S. Army Quartermaster School, ATTN: ATSM-LLS-P, Fort Lee, VA 23801-5000.

FEMA Looking for IMAs

The Federal Emergency Management Agency (FEMA) is looking for Reserve soldiers interested in strengthening the emergency response capabilities of civil government.

FEMA wants these soldiers for its IMA Program. FEMA IMAs serve with state and federal emergency management offices and eligible local offices in communities of 100,000 or larger.

FEMA IMAs are expected to serve a 12-day ADT tour with pay and 24 points-only inactive duty work sessions each year. They perform nuclear attack mobilization and other emergency planning tasks, working in operations, communications, intelligence, transportation, supply or radiological defense.

The agency needs staff sergeants or higher, warrant officers, or officers up to colonel. They must have at least three years of service remaining before mandatory retirement, live within 50 miles of their assigned office, and possess the skills to meet the requirements of the organization.

Interested Reservists should contact their personnel manager at ARPERCEN, their local or state emergency management office or FEMA regional office, or write HQ FEMA, IMA Program, Room 613, Washington, DC 20472.

Retention Courses at ARRTC

The Army Reserve Readiness Training Center (ARRTC), Fort McCoy, Wis., has added three retention courses to its offerings.

The classes, which were formerly offered at Fort Ben Harrison, Ind., are the Basic Retention NCO Course, which teaches the skills needed for staff sergeants or above to hold MOS 79D; an advanced course intended to teach unit members how to train others in retention skills, and a retention manager's course to each officer how to manage a unit retention program.

AARTC commandant Col. Paul Barnes said the new retention department expected to see as many as 700 students in its first year at Fort McCoy.

Army Adopts New Field Menu

The dietitians at the Army Troop Support Agency (TSA) are doing their part to help soldiers be "lean, mean fighting machines."

They have changed the 14-day Army Reserve Component and Field Training menu to provide soldiers with a nutritious menu that will improve physical fitness and good health. The menu is designed for use by Army Reserve and National Guard units during annual and inactive duty training, and by the active component during field training.

The new menu is the first major revision since 1982, and reflects reductions in some vital areas, as seen by today's dietitians. For instance, each soldier is now offered a menu containing fewer calories, based on an average daily caloric value of 3,448 a day. This can be attributed to reduction in fat and calories in the individual recipes and changes in the overall menu pattern.

Major changes are increased servings of poultry, fruit, cereals, whole grain breads, and steamed and baked foods, and decreased servings of gravies, sauces, whipped toppings, rich desserts, fried foods, eggs and high sodium food items.

The new menu also calls for low-calorie dressings, margarine as the preferred spread and 2-percent lowfat milk as the primary milk source.

Emphasis has been placed on providing required amounts of vitamins and minerals, with reduction in calories, fat, sodium and cholesterol. With this revision the menu meets the U.S. Surgeon General's guidelines, according to TSA officials.

'89 ALEDC Course Schedule Announced

The Army Logistics Management College, Fort Lee, Va., has announced the 1989 schedule for the Associate Logistics Executive Development Course (ALEDC) for reserve components officers.

The course is offered in five two-week phases. All classes are at Fort Lee except for the two classes noted otherwise. Starting dates are:

- *Phase 1:* April 17, June 12.
- *Phase 2:* May 15.
- *Phase 3:* June 12.
- *Phase 4:* March 20, June 12 (Hattiesburg, Miss.), August 14.
- *Phase 5:* June 5, July 10 (Reno, Nev.).

For information about ALEDC, contact Lt. Col. Connors, USAR Advisor to the Logistics Management College, (800) 554-4570, Ext. 1820, or Autovon 687-1820.

Intelligence Museum Foundation Formed

Past and present soldiers of the Army's Military Intelligence Corps are being summoned to the support of a newly formed Intelligence Museum Foundation. The non-profit organization is dedicated to the building of an Intelligence Museum at Fort Huachuca, Ariz.

Maj. S. L. Hackworth says the foundation is also looking for artifacts or memorabilia for loan or donation to the museum.

Interested: Write Commander, U.S. Army Intelligence Center and School, ATTN: ATSI-MH, Fort Huachuca, AZ 85613-7000, or call (602) 533-3586.

SFC **Charles Wymer** has been chosen the Army Reserve Recruiter of the Year by the Army Recruiting Command (USAREC). The AGR soldier, who is assigned to the recruiting station in Daytona, Fla., spent eight years on active duty and is a Vietnam veteran.

SFC Charles Wymer — USAR Recruiter of the Year.

Keith L. Ware Award Winners

A number of Army Reserve journalists claimed honors in the 1988 DA-wide Keith L. Ware Journalism Awards. They included:

- The *Gray Ghost*, 310th Theater Army Area Command, Fort Belvoir, Va., second place, authorized multilith newspapers. Primary contributors were SFC Ray Chattman and SSgt. Paul Turk.
- MSgt. James Stevens, 75th Maneuver Area Command, Houston, Texas., second place, published graphic arts.
- 88th ARCOM, Fort Snelling, Minn., second place, special achievement in print media, for "Colorful Times with the 205th (Infantry Bde.)". Primary contributor was SSgt. Ronald Leider.
- *Bullseye*, 367th Public Affairs Det., Columbus, Ohio, third place, single copy of a special issue published by a RC unit while on AT.
- 63rd ARCOM, Los Alamitos, Calif., third place, special internal information television program. Primary contributor was Capt. Steve Lambert.

Sgt. Ricardo Cabatic, 100th Bn., 442nd Infantry, salutes the memory of the nine members of the unit who were killed during the Vietnam conflict. The Hawaii-based Army Reserve soldiers honored the graves of the nine at the National Cemetery of the Pacific in Punchbowl Crater. It was the 20th anniversary of the unit's mobilization in 1968.

Albert Hopkins was delighted to attend the ceremony to watch his son, Col. **Richard Hopkins**, take command of the 365th Evacuation Hospital, Niagara Falls, N.Y. But when the change-of-command was over, the ceremony continued — with Col. Hopkins pinning a long-overdue Bronze Star on his surprised father.

Albert Hopkins, Hampton, N.H., was wounded in December 1944 during the Battle of the Bulge. He was operating a machine gun on a Jeep when it apparently hit a land mine. He was missing for several days, and in the confusion at the end of the war his medical records were lost.

In researching the situation, Col. Hopkins discovered that his father met criteria for award of the Bronze Star, and arranged for the surprise presentation.

First Sgt. **Max Gee** had wanted to jump off the 250-foot airborne free tower at Fort Benning, Ga., ever since he saw it for the first time in 1948.

Now, 40 years later, he's done it. At age 55, he may be the oldest soldier to complete Army airborne training. The school's records are incomplete, but officials haven't been able to find an older graduate.

Gee not only completed the course; he was the enlisted honor graduate.

Gee is first sergeant of Co. B, 3rd Bn., 321st Regt., 2nd Bde., 108th Tng. Div., Brevard, N.C. He lives in Chesnee, S.C., where he is a deputy sheriff and a physical training instructor for police candidates.

The 63rd ARCOM, Los Alamitos, Calif., honored 16 survivors of World War II's **Bataan Death March** at a recent award ceremony. The veterans received a total of 15 Bronze Star medals and four POW medals, earned during the grueling early days of the war when the Japanese invaded the Philippines and U.S. and Philippine troops fought a valiant but doomed last-ditch effort culminating on the Bataan Peninsula.

Members of the 63rd ARCOM congratulate veterans of the Bataan Death March at their awards ceremony.

Army Reserve photo by Sgt. James McGehee

Of the 78,000 survivors marched from Bataan, only 54,000 reached POW camps; the others died on the way or escaped to form guerrilla bands which harassed the Japanese during the three-year occupation. The survivors honored by the 63rd included both U.S. veterans and former Philippine Scouts, many of whom had been part of the guerrilla effort.

Don't look now, but SFC **Bernard Beck** is parking in the Colonel's reserved spot.

Asking for trouble? No, Beck earned the right to bump Col. **Robert Wick** for a drill weekend. The finance NCO recruited a new soldier — a co-worker at his civilian job — into his unit, the 1209th U.S. Army Garrison, Mattydale, N.Y. The preferred parking is only part of a successful recruiting-incentive package used by the 98th Tng. Div. unit.

Army Reservists in Italy

The soldiers of the 7th ARCOM — the Army Reserve's lone major command in Europe — have some great opportunities to participate in international events. For example, they were well represented with four four-person teams at a military patrol in the Italian Alps at Chiesa Valmalenco.

Over a 20-km. course, the participants demonstrated their abilities at such military skills as map reading, identification of small arms and war materials, knowledge of enemy uniforms and equipment, first aid, topography, proper removal of explosive devices, rappeling, rope climbing and river crossing.

Competing with 73 other teams from nine other countries in the 10-hour event, the top USAR team placed 10th. The U.S. Reservists — nine officers and seven enlisted soldiers — came from the ARCOM headquarters, the 7th MI Det. and the 3747th USARF School. Three of the four U.S. teams each had two women members — the only female competitors in the event.

For explanation of acronyms, see the Army Reserve Glossary on page 5.

The Constitution and The Citizen-Soldier

The Men and Women of the 97th ARCOM Constitute the Army Reserve's Only Bicentennial Defense Community

By Kathy Vantran

During the Revolutionary War, citizen-soldiers left their homes and their families to fight for the new United States and its freedom. They stood shoulder-to-shoulder with the active-duty soldier, enduring the same hardships, fighting a common enemy and finally rejoicing in victory.

Throughout its history, the citizen-soldier has been prepared to defend the liberties of this nation and the document that preserves them — the United States Constitution.

The 97th ARCOM, Fort Meade, Md., has been playing an active role in the nation's celebration of the Bicentennial of the Constitution. In recognition of the ARCOM's activities, it has been designated a Bicentennial Defense Community — the first Army Reserve organization to gain the distinction.

Citizen-soldiers of the 97th were involved from the beginning as they joined Secretary of the Army John O. Marsh Jr., former Supreme Court Justice Warren E. Burger, and former Army Chief of Staff Gen. John A. Wickham in kicking off the Bicentennial of the Constitution with the celebration of the Annapolis Convention at Fort Meade Sept. 14, 1986.

Soldiers of the 8830th Training Brigade, a unit of the 97th, marched in the retreat/review that day. ARCOM Reservists with the 946th Trans. Co. helped transport three historic cannons to Fort Meade for the day.

On Sept. 20, 1987, the 97th's then chief of staff, Col. Thomas S. Cushing, led soldiers in a reaffirmation of their oath of enlistment. A sugar maple tree, in honor of the Bicentennial of the Constitution, was planted in front of the 97th ARCOM's new headquarters building. A plaque will be placed near the tree.

On Oct. 7, 1987, the 97th was officially designated a Bicentennial Defense Community.

"This new category of Bicentennial Defense Communities gives more Americans the opportunity to take part in the

Reserve Units Can Qualify As Bicentennial Defense Communities

A total of 165 military installations, units and ships have been designated official Bicentennial Defense Communities. The first Army Reserve organization to make the list was the 97th ARCOM, Ft. Meade, Md. It has been joined by the following:

- 310th Theater Army Area Command (TAACOM), Fort Belvoir, Va.
- 2nd Bn., 319th Regt., 80th Tng. Div., Bristol, Va.
- 122nd ARCOM, Little Rock, Ark.
- 125th ARCOM, Nashville, Tenn.

Lt. Gen. (Ret.) Robert Arter, the special assistant to the Secretary of the Army for the Bicentennial, encourages Reserve component units and commands to apply.

The Bicentennial Defense Community program is the Department of Defense's part of the nationwide Bicentennial Community effort in support of the celebration of the 200th birthday of the U.S. Constitution. Nearly 2,000 Bicentennial Communities have been designated by the National Commission on the Bicentennial of the U.S. Constitution, with another 2,000 pending recognition.

A recognized Bicentennial Defense Community may display the official bicentennial flag and use the bicentennial logo in promotion of its programs. According to commission regulations, a Bicentennial Defense Community may be a fort; camp; air base; naval station, yard, base or ship at sea; research facility; school; training center, or similar installation.

Instructions for qualifying as a Bicentennial Defense Community are contained on the application form, which is available from the DOD Bicentennial Office, ATTN: SABC, The Pentagon, Room 3E522, Washington, DC 20310-0107.

The first step in becoming a Bicentennial Defense Community is the formation of a bicentennial commission by a local commander. The commission should be broad-based and representative of the community. Its function is to plan and coordinate a program of commemorative events that will inform the people about the meaning and significance of the Constitution.

Once the commission has a plan, the application outlining the program is submitted to DA and ultimately to the National Commission for approval.

Bicentennial celebration," said Burger, chairman of the Commission on the Bicentennial of the U.S. Constitution. "Those men and women who have taken an oath to defend the Constitution surely deserve to be recognized for their efforts in celebrating the Bicentennial."

As part of its Bicentennial Defense Community program, speeches given by ARCOM personnel have reflected the importance of the celebration of the Bicentennial of the Constitution. These speeches have been given to local Veterans of Foreign Wars posts on Memorial and Veterans Days, and the local chapter of the Association of the U.S. Army.

As a Bicentennial Defense Community, the command is entitled to use the commission's official logo and fly a Bicentennial flag.

America continues to celebrate the Constitution by honoring the formation of the first federal government under the Constitutional system in 1989. The writing and ratification of the Bill of Rights will be the focal point in 1990 and 1991.

The citizen-soldiers of the 97th U.S. Army Reserve Command will also continue to celebrate the Bicentennial of the Constitution until 1991.

(Kathy Vantran is public affairs technician, 97th ARCOM.)

First Issue of 1989

A crew from the 946th Trans. Co., Lewes, Del., loads one of three cannons they transported for the ceremony at Fort Meade, Md., kicking off the Bicentennial of the Constitution. From left: Capt. Lee Swift, CW2 Jerry Owens, a Fort Meade helper and Sgt. John West.

Army Reserve Photos by Sgt. Ed Bosanko

Gallant Eagle

Gallant Eagle is a joint training exercise held in Southern California every two years. It is held by U.S. Central Command (CENTCOM), which has responsibility for a 19-nation area including the Persian Gulf, Southwest Asia and Northeast Africa.

The Army element of CENTCOM is the Third U.S. Army, headquartered at Fort McPherson, Ga. A number of Army Reserve units have mobilization assignments with Third Army, and many of those units participated in Gallant Eagle '88.

Here are some of their stories:

335th is Third Army's "Ma Bell"

By SFC Curtis A. Mauldin

The 335th Signal Command is "Ma Bell on wheels."

The East Point, Ga., Army Reserve unit is the communications arm of Third Army. It and its subordinates are capable of providing communications for a geographic area the size of the United States.

One of four signal commands in the Army, the 335th is the only one in the Army Reserve. In its day-to-day peacetime role, it is a major Army Reserve command with subordinate units in Georgia, South Carolina and Florida. In its Third Army role, it commands two active-duty signal brigades and one Army National Guard brigade.

The 335th was exercising its Third Army mission at Gallant Eagle '88. Setting up shop at March Air Force Base, Calif., the unit provided more than 50 percent of the communications system for CENTCOM during the exercise.

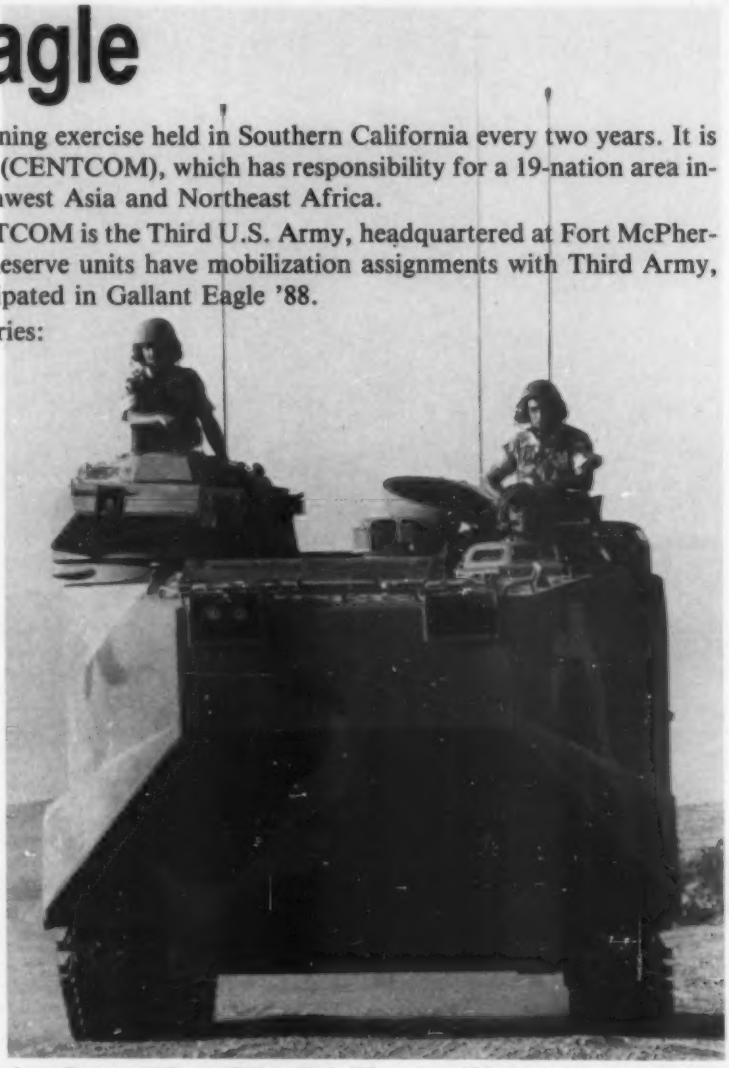
"We provide the interconnectivity between the killer corps and the joint arena," explained SFC Harry Reindorf, a circuit engineer for the active Army's 11th Signal Bde., a subordinate of the 335th. The "killer corps" were the ground troops participating in Gallant Eagle at a variety of Southern California locations; the "joint arena" was the command center at March where the several service elements were headquartered.

Communications were established between three Air Force bases and two Marine bases, said MSgt. Sam Horsley, operations NCO. Two relay stations were needed to "shoot" transmissions over mountains.

A variety of communications equipment provided voice, data and facsimile transmission. The 335th and its subordinate units set up cable, tropospheric, microwave and satellite systems. They also set up a telephone system to provide communications within the CENTCOM headquarters area., he said.

"It's like building a phone system in a country that doesn't have one," Horsley noted.

(SFC Mauldin is public affairs supervisor, headquarters 335th Signal Command.)



Army Reserve soldiers at Gallant Eagle '88 supported Marines using unusual equipment like this amphibious landing vehicle.

Army Reserve photos by Dave Bristow

Nothing Happens Until Something Moves

By 2nd Lt. Gloria Thomas

To keep Gallant Eagle '88 driving forward, Third Army's logistics section called on a variety of active and reserve component transportation units supporting the exercise. Coordinating their activity was the 143rd Transportation Command (TRANSCOM), Orlando, Fla.

TRANSCOM was responsible for the safe transportation of soldiers between Twentynine Palms, a Marine training site in the California desert, and Camp Pendleton, on the Pacific coast.

TRANSCOM units delivered rations by truck to nearly 10,000 soldiers and Marines at Twentynine Palms, and provided detachments to supply water to soldiers in the desert.

TRANSCOM soldiers policed up the parachutes and pallets left by the 1,450 troops of the 82nd Airborne Div. who jumped in. The equipment was transported to Norton Air Force Base and repacked for the 82nd's return jump at Fort Bragg, N.C.

Movement Control

Convoy control was provided by the 318th Movement Control Activity (MCA), Jamaica, N.Y. The 318th had teams throughout the exercise area, and contracted for required transportation equipment that the Army did not have or was too expensive to transport in.

"The 318th's mission was challenging because things were constantly changing," said SSgt. Priamo Paulino. The unit had to deal with equipment problems and short-notice changes in flight schedules.

Another key part of the Gallant Eagle transportation machine was the 377th Theater Army Area Command, New Orleans, La. Explained SFC R. Triggs, transportation NCO, "The 377th worked alongside the 318th MCA, letting them know when and where people or cargo needed to be transported." The 377th also provided vehicle fuel and spare parts to support the transporters.

Carrying out the transportation mission at Gallant Eagle '88 was another example of the Transportation Corps' unofficial motto: "Nothing happens until something moves."

(Lt. Thomas is a member of the 314th Public Affairs Det., Birmingham, Ala.)

S&S Troops Keep It Clean

By Cadet Chris McNair

Washed 50 loads of clothes lately, or let 350 people use your shower — each day?

That was normal activity for a contingent of the 282nd Service & Support (S&S) Co., Montgomery, Ala., during Gallant Eagle '88. It was real-world training in the kind of environment which could be expected by a CENTCOM unit like the 282nd.

"One day we did 1,200 pieces of clothing," said PFC Kenneth Hardy, a laundry and bath specialist. "That's 72 people's bundles, and we got them back to the soldiers that same day."

Over the course of the two-week exercise, the unit served more than 2,000 soldiers, tagged more than 13,700 pieces of clothing, and loaded more than 12,000 pounds into washers and dryers.

"We wash 60 pounds at a time," said Sgt. Billy Johnson. At that rate, they did more than 1,200 loads.

The real-world challenge of the exercise including old and cantankerous equipment which was not identical to the unit's own, hot water supply problems, and the fact that not all members of the contingent were school-trained. Still, said NCOIC Sgt. Charlie Benton, "They did an excellent job for no more training than they've had."

(Cadet McNair is a member of the 314th Public Affairs Det., Birmingham, Ala.)

Sgt. Charlie E. Benton, 282nd Supply & Service Co., repairs faulty washing equipment in the field at Gallant Eagle '88.

Army Reserve soldiers of the 97th ARCOM wore Battle Dress Uniforms (BDUs) as they marched in the inaugural procession for President George Bush on Jan. 20 in Washington, D.C.

Army Reserve photo by Sgt. Iva Clayton

Reserve Soldiers March In Bush Inaugural Parade

By Capt. Elaine A. Edwards

Hundreds of horses, 211 marching units and floats, and 12,000 marchers paraded down Pennsylvania Avenue Jan. 20 in the Presidential Inaugural Parade — but none were prouder than the troops selected to represent the entire U.S. Army Reserve.

They were soldiers of the 352nd Civil Affairs Command, Riverdale, Md., reinforced with soldiers from other units of the Maryland-based 97th ARCOM.

Marching were Army Reserve soldiers from the 5th Psychological Operations Gp., 11th Special Forces Gp., 31st Aviation Gp., 220th MP Bde., 354th Civil Affairs Bde., 450th Civil Affairs Co., 1176th Transportation Terminal Unit, 2070th USARF School, 2071st USARF School, 2122nd U.S. Army Garrison, 2290th Medical Cmd. and 8830th Tng. Bde.

The marchers performed a dress rehearsal at Fort Meade, Md., the week before the inauguration, with the assistance of a team of NCOs from the Army's premiere ceremonial unit, Co. E, 3rd U.S. Infantry Regt. (The Old Guard), Fort Myer, Va.

On Inauguration Day, the soldiers marched with military precision in pressed BDUs, highly shined black leather boots, camouflage helmets, combat gear and M-16s. They were eighth in parade order, very near the front of the parade line. The route took about 30 minutes to cover the 1.6-mile distance from the Capitol to the Presidential reviewing stand near the White House, before an estimated 300,000 spectators.

"Tremendous Honor"

Many of the Reserve marchers were thrilled with their inauguration experience.

Lt. Col. John Meyers, commander of troops for the USAR contingent, called the opportunity to participate in the parade "a tremendous honor."

CSM Curtis Reed said, "This is a real privilege. This is not a holiday for a lot of these people. They're sacrificing their own leave for their jobs to participate. This shows our pride in America and the Army Reserve."

SFC Marc Fisher said, "I think it's great to participate. If you don't get a chance to see a president . . . this is a great way to do it. It's an honor to represent the Army Reserve."

"This is great," exulted SFC Ronald Schlesinger. "I'm in seventh heaven. I've been in the Reserve 18 years, and this is the first time in any parade. It's a highlight at the end of my Reserve career."

The parade was not only a test of the soldiers' skill at drill and ceremony, but was also a "test of how soldiers react to changes," noted Lt. Col. Lilia Vannett, logistics officer. "There was an enormous responsibility put on squad leaders, because you don't see these people Monday through Friday." There were several uniform changes as well as transportation, equipment and support personnel to be coordinated.

(Capt. Edwards is a member of the 356th Public Affairs Det., 97th ARCOM, Fort Meade, Md.)

Rules Change for Commissary Access

The annotated December LES is no longer the Reserve soldier's ticket to commissary benefits. After an interim period, a new procedure will take effect which should be simpler for everyone involved.

The new procedure, which will become effective July 1, 1989, is based on use of a new U.S. Armed Forces Commissary Privilege Card (DD Form 2529). Issue of the card should be completed by July 1.

During the interim period between now and July 1, DOD officials have authorized a special policy which permits Reservists to gain access to the commissary by showing identification and a copy of military orders showing that they were ordered to active duty at any time during calendar year 1988 or 1989.

Two Ways to Get In

Under the new policy starting July 1, there will be two separate means which Reserve members and their dependents may use to gain access to a military commissary. The procedure will be the same for Reservists from all the armed forces reserve components.

First, when a member is performing active duty, the member or authorized dependents will need only show a copy of valid active duty orders covering the current date and valid photo identification card (for the member, DD Form 2, Reserve Identification Card; for the dependent, DD Form 5431, Army Guard/Reserve Family Member Identification Card).

Second, all members of the Selected Reserve, in good standing, will be issued a new U.S. Armed Forces Commissary Privilege Card. The commissary privilege card and the appropriate photo identification mentioned above will authorize the member or dependent to exercise 12 days of commissary benefits each year, at times of their own choosing.

The Commissary Privilege Card will be issued by units to their members and by ARPERCEN to IMA soldiers and to eligible IRR soldiers (those who trained during the previous calendar year).

Transition Procedure

While the system gears up to implement the Commissary Privilege Card system, the interim procedure will be in effect until June 30, 1989. During this period, Reserve members and their dependents will be required to show the appropriate photo ID and a copy of orders reflecting that the member was ordered to active duty either during calendar year 1988 or 1989.

The transition period will permit an effective transition to the new identification procedures, according to Lt. Col. Don Zimmerman, who monitors soldiers' entitlement programs for the Office of the Deputy Chief of Staff for Personnel (ODCSPER). During this transition period, eligible users will have unlimited access to the commissary, Zimmerman said.

Background

In 1986, the Congress directed the Department of Defense to authorize members of the Selected Reserve more discretionary use of commissary privileges earned as the result of active duty performed. For the past two years, Reservists have been asked to use the annual earnings statement as a means of identification and validation prior to entering the commissary.

DOD officials finally concluded, however, that the earnings statement has proven an inefficient means of control, according to Zimmerman. He said the new procedure should ease the administrative burden on Reserve units.

How To Get In To The Commissary

From Now Until June 30, 1989

Unlimited access at any military commissary for all *eligible* Reservists and their spouses with:

- Copy of ADT or AT orders covering *any time period* during calendar year 1988 or 1989 up to that date.
- Reserve ID Card (DD Form 2) or Army Guard/Reserve Family Member ID Card (DD Form 5431), as appropriate.

After July 1, 1989

Two Ways to Get In:

1. When you are on AT or ADT (unlimited access *while on orders*):
   - Copy of current orders.
   - Appropriate ID Card (see above).
2. When you are not on AT or ADT (12 visits per calendar year):
   - U.S. Armed Forces Commissary Privilege Card (one visit block will be checked off your card when you enter.)
   - Appropriate ID Card (see above).

The Drink That Refreshes

Next time you're in the field on a hot muggy day, you may want to take a sip of the drink preferred by the 44th Evacuation Hospital — "Army-aide."

Last summer, the 44th Evac — participating in Exercise Dusty Bull at Fort Hood, Texas — collaborated with Army researchers in a test of the "electrolyte-glucose oral rehydration solution" developed by the Army Research Institute for Environmental Medicine.

The 44th Evac's "real-world" mission was serving as triage center for heat casualties. Armyaide was tested by volunteers from the 44th and by actual heat casualties.

Dr. (Col.) Robert Whang, project officer for the 44th Evac, reported that the project "demonstrated clearly that Army Reserve units can successfully support and participate in field studies during the two-week annual training."

To Support OPFOR at Fort Irwin

Reserve Engineers Turn 'Red'

The sun rises slowly, illuminating a gray, cloud-laden sky. The men and women of Echo Company, 854th Engineer Bn., Newburgh, N.Y., complete preventive maintenance checks and services on their equipment. One by one, diesel engines spring to life, and trucks move into line.

The air is damp and cold, and puddles left by the rain of a few hours earlier dot the motor pool. The sun's heat still can't be felt, but the cloud cover begins to recede, exposing immaculately white snow-covered peaks.

"I thought the desert in April was going to be much different than this," shouted the company's First Sergeant, Robert Thomas, over the roar of the engines.

The routine may have seemed ordinary and familiar to the Army Reserve soldiers of Echo Company, but things weren't quite that normal. For one thing, this new day was starting at the National Training Center (NTC), Fort Irwin, Calif., the Army's premier training facility. For another thing, the soldiers were dressed in solid green uniforms, topped with a black beret pinned with a red star.

They are on their way to support an OPFOR (Opposition Force) motorized rifle battalion in the defense of terrain the likes of which most of them had never seen or imagined.

The NTC is situated on a huge expanse of high desert in southwestern California. The post itself is small, but the training areas are immense and scenic, marked by distinctive natural terrain features with colorful names like John Wayne Pass, The Whale and Big Sandy Wash.

OPFOR Engineers

The NTC requires the support of either a combat or combat heavy engineer company to augment its organic engineer company on each of the 14 rotations which are conducted each year. The augmentee company works in direct support of either the OPFOR motorized rifle or armored regiment, providing them with survivability positions and countermobility obstacles needed in the defense.

This was an infantry rotation; therefore, Echo Company was tasked in support of the 32nd Guards Motorized Rifle Regiment (GMRR). When not engaged in the struggle to protect the "motherland" from the Yankee imperial hordes, the 32nd GMRR is actually the 1/52nd Infantry Bn.

Each company of the battalion is outfitted with the same equipment as a comparably sized Soviet rifle battalion. M551 Sheridan light tanks have been visually modified (vismod) to give the appearance of Soviet BMP vehicles. The OPFOR soldiers are consummate professionals who train to fight the way their Soviet counterparts would. The commanders employ Soviet strategy and tactics in both offensive and defensive operations. They like to think of themselves as the "most highly trained Soviet rifle regiment in the world."

Planning and Preparation

The mission presented a special problem for Lt. Col. Alfred T. Rossi, commander of the 854th. His mission, received nearly a year before the rotation, was to provide a full-strength, fully-equipped company trained in OPFOR engineering methods. The mission required additional assets, particularly D7 bulldozers, which the battalion did not possess.

Rossi's staff suggested that, in order to maximize the training value of the mission, a task force would be formed composed of one platoon from each of the battalion's three line companies (one earthmoving platoon and two vertical, or "sapper" platoons) plus a maintenance section.

The senior company commander, Capt. Jim Dixon, would command the task force, aided by his B Co. staff. The battalion's operations officer, Maj. Alan Chostowski, would go along as the regimental engineer, acting as liaison between the company and the OPFOR regiment.

Dixon decided to call his command Echo Company (or, more correctly, Task Force Echo). The leaders of each platoon met one additional day each month for training in the skills and techniques used by the OPFOR engineers; then passed the training on to members of their units.

Meanwhile, the battalion staff gathered the equipment the company would take with it, with help from the 411th Engineer Bde. and the 77th ARCOM.

A month before rotation, Echo Company, with help from the 1179th Deployment Control Unit, Brooklyn, N.Y., loaded 50 pieces of equipment on 22 rail cars. Four weeks later, they boarded a commercial flight to California.

NTC, Here We Are

Each rotation at the NTC starts with a three-day loadup period. Equipment is unloaded and transported from the railhead. Each item is then prepared for participation in the upcoming battles. Commanders meet to discuss plans and strategy. Preliminary recons are conducted to acquaint leaders with the unfamiliar terrain.

At the same time, Echo Company was undergoing the "OPFOR Academy," learning the rules of engagement, Soviet weapons and equipment, OPFOR rules and desert safety. Finally, the engineers got a four-hour block in OPFOR engineer methods as practiced at the NTC, to ensure that they were current with the latest employment techniques.

Comes the Battle

Day 0 of the 15-day "battle" between the OPFOR and the 194th Armored Bde., Fort Knox, Ky., came quickly. The soldiers of Echo Company were eager to do the job for which they had trained. They were to take part in four defensive and one offensive engagements. They were to install 2.5 km. of tank ditch, 35 km. of double-stranded concertina fence, 25 km. of mi : fields and more than 80 fighting positions for BMPs and armored vehicles.

There are three keys to success for an engineer unit at the NTC. First, take care of the soldiers. Second, get ahead of the work and stay ahead. Third, keep as much of the equipment operational as possible, especially the bulldozers.

Echo Company found that getting ahead of the work was not difficult, thanks largely to continuing coordination with the maneuver units by the executive officer, 1st Lt. Pat Crowley.

But the enthusiasm of the troops was the most important factor. For the first time in the military experience of most of the soldiers, their work would be evaluated by actual effectiveness in "battle" rather than by someone's subjective opinion of a published standard.

The sappers set wires and mines, using imagination in the employment of obstacles to deny key terrain to the enemy and to channel him into "kill sacs" at the effective ranges of the OPFOR weapons systems.

The equipment operators found the ground hard and rocky — not exactly what they imagined. They quickly learned to use the D7s to scarify and break up the earth. Then, working as dozer-dozer or dozer-loader teams, they cleared fighting positions 9-10 feet deep and 25-30 feet long in less than 90 minutes.

PM Vital

Preventive maintenance became a religious habit for the operators. The thought of being stranded 30 miles into the desert was enough to motivate every operator to check his vehicle at each stop. The attention to maintenance was reflected in a 98-percent readiness rate during the rotation, with not an hour of downtime for any of the crucial bulldozers.

The 32nd GMRR was successful in each of the four defenses supported by Echo Company, and smashed the "enemy" in the final offensive battle.

In recognition of the support and initiative shown by the soldiers of Echo Company, the unit was awarded the Order of Hamby 1st Class for technical and tactical excellence while serving with the 32nd GMRR. This is the highest award which can be given to a unit at the NTC. The citation was presented on the recommendation of the motorized rifle battalion commanders.

The engineers of Echo Company left the NTC with the satisfaction of knowing that they were as good, if not better, than any active duty engineer unit that had supported the OPFOR. They left the 32nd GMRR with an appreciation for the capabilities and professionalism of an Army Reserve engineer company.

(This article was written by Lt. Col. Alfred Rossi, commander of the 854th; Capt. James Dixon, task force commander, and Maj. Alan Chostowski, the "regimental engineer.")

Bulldozers scarify the Mojave Desert surface as Army Reserve engineers prepare fighting positions for the "bad guys" at the National Training Center. With the help of troops from the 854th Engineer Bn., the "bad guys" won.

How To Read Your LES For Fun and Profit

By SFC Dolores Esch

We tried everything to improve pay in our training division.

We assisted, inspected, patched and trained. We had the support of our division commander. Our division finance section and unit technicians had never before received so much on-going training. We had centralized training, localized training, telephonic training, training memos, training bulletins and training newsletters.

And we still had pay problems — bad problems — in many of our units.

Finally, one of our finance clerks, Sgt. Vaughnessa Robinson, suggested we expand our training program one more time. She wanted to train entire units, from commander to privates. She believed that, if a soldier knew more about what was supposed to be on his Leave and Earnings Statement (LES), he'd be able to better tell us or his technician when something was wrong.

Well, the classes started rather slowly — often we were facing soldiers who believed there were no major problems with pay in their units. By the end of the class, we had commanders suddenly aware of problems — not only with their soldiers' LESs, but with their own as well.

The LES, Line By Line

So, tell me — do you really know what's in an LES?

I'm sure you do. Let's go over it together; use your own LES as an example. Feel free to correct me if I miss something.

Block 1. Soldier's last name, first name, and middle initial.

Block 2. Unit identification code (UIC) for the soldier's unit of assignment.

Block between block 2 and 3. Soldier's training pay category (TPC) code. I could give an entire class on TPCs, but let's keep it simple by telling a short story about one soldier — see the adjacent box.

Block 3. Pay grade. There should be nothing difficult about a pay grade. Either it matches your promotion orders or you're being paid incorrectly, right?

JUMPS-ARMY
LEAVE AND EARNINGS STATEMENT COPY 1 - MEMBER

OWENS JOHNNY M		146TA0	A	E3	01-30 NOV 88
123 45 6789	NET PAY DUE →			108.56	

TYPE	AMOUNT	TYPE	AMOUNT	TYPE	AMOUNT
BASIC PAY	108 56			SGLI	4 00
				FICA TAX	8 35
TOTALS	108 56				12 35

10. TOTAL ENT	108 56
11. ALLOT COLLS	
12. OTHER COLLS	12 35
13. NET EARN	96 21
14. MID-MO PMT	
15. END MO PMT	96 21
16. AMT TO BE DIST PMO	

TAX INFORMATION

17. ST & PRD INC THIS PERIOD	18. PRD INC YEAR TO DATE	19. PRD TAX YEAR TO DATE	20. PRD EXEM	21. ST WH THIS PRD	22. FIT TO DATE	23. FICA YEAR TO DATE	24. MED TAX YEAR TO DATE	25. STATE CODE	26. STATE EXEM	27. ST WH THIS PRD
108 56	1621 45	42 32	S1	1	56	1570 33	117 94	CA		

STATE TAX / LEAVE INFORMATION / ACCRUAL / DEBT

28. STATE INCOME YEAR TO DATE	29. STATE TAX YEAR TO DATE	30. SGLI LV BAL	31. LV EARNED	32. LV LOST	33. LWOP	34. MONTHLY ACCRUAL	37. TOTAL ACCRUAL	38. BALANCE DUE U.S.
405 72								

39 REMARKS

EOM PERTH AMBOY [illegible] ST CR 0100000000111111
MAKWA [illegible] 6666 DIRECT DEPOSIT
SRIP ENL [illegible] IN EFFECT
TOT [illegible] F[illegible] UT 8
UT 13NOV88-2 /95[illegible]7 19NOV88-2 /95888

SAMPLE

FINANCE OFFICE INFORMATION

40. DDRS	41. CONTROL NUMBER	42. DISC	43. DPED	44. PERD	45. BASD ASSD	46. TPDS	47. YRS	48. ETS DATE	49. PR NO	50. THRI ADJ LV BALANCE
873	11111111	11B	870202	870202				01930201	666	

DA FORM 3686, AUG 82 For use of this form see AR 37-104-3; the proponent agency is USAFAC.
REPLACES DA FORM 3686 (TEST), 1 AUG 78, WHICH WILL BE USED

Not exactly. Company-grade officers with over four years of active enlisted or warrant service are entitled to a higher rate of pay, thus an O3 becomes an O3E.

Block 4. Period Covered. Identifies the one-month entitlement period.

Block 5. Social Security Number (SSN). If this is wrong, it can and should be changed. It makes taxes a lot less confusing at the end of the year if your SSN is correct on all pay documents.

Net Pay Due Block. Total entitlements less total deductions equals net pay due.

Block 6. Everybody knows entitlements are listed in this block. But, did you know that if you match the alpha character in the left margin with the same item code in block 39 (Remarks), you can decipher what each entitlement is for?

Whether it's for base pay, back pay, uniform maintenance allowances, or bonus payments, there will be a corresponding explanation in the remarks section.

Block 7. The Reserve still does not have allotments.

Block 8. Collections. Here we'll find the routine SGLI and assorted taxes, as well as collections for overpayments. Many of the entries in this block also have corresponding entries in the remarks section.

Blocks 9 - 16 are self explanatory, although we don't really use blocks 9, 14, and 16 at this time.

Blocks 17 - 24 are for federal and social security (FICA) withholding information.

Blocks 25 - 29 are for state tax information.

Blocks 30 - 37 aren't used.

Block 38. This block shows debts carrying forward to the next LES.

Block 39. Remarks also include total performance of types of drills for the fiscal year, such as UT for normal drills, RMA for readiness management assemblies. There are remarks for check mailing address (or financial institution if SUREPAY has been elected), grade reductions and promotions, changes in TPCs, and which type of bonus is in effect. There are remarks to indicate an active duty payment has been posted to the system and your tax information has been adjusted accordingly.

But did you know there are remarks to tell you when the computer "thinks" certain payments are due, such as anniversary bonus payments or uniform maintenance allowances, and that these statements will continue to appear on the LES until the commander (or his designated representative) acknowledges and authorizes the payment? For a uniform maintenance allowance, the officer due the payment must first sign a statement certifying he has attained the minimum qualifying period of service. Additional remarks are listed in AR 37-104-10, Appendix G.

Block 40. Three-digit number identifying your input station. For instance, if your unit is in the Fourth Army area, your input station should be Fort McCoy.

Block 41. Control number or end of month check number.

Block 42. MOS. (Primarily used for bonuses.)

Block 43. OPED stands for Other Pay Entry Date, and in the Reserve represents the date of assignment to current TPC.

Block 44. PEBD stands for pay entry basic date, which is the constructive date from which service, for pay purposes, is computed.

There are some tricks here. Control Group time counts for pay. Straight civilian time doesn't count. In addition if you are a commissioned officer and you spent time in the Reserve Officer's Training Corp — Simultaneous Membership Program (ROTC-SMP), that time also does not count for pay. However, if you have time in the ROTC-SMP and remain in the Reserve in enlisted status, the ROTC-SMP period does count for pay.

Block 45 and 46. Aviation service entry date and total federal officer service start date.

Block 47. Years of service for pay purposes.

Block 48. Expiration of term of service date. (Blank for officers.)

Block 49. Unit payroll number for unit of assignment. Note that if drill recording forms have shown Pvt. Owens in Company A, and his LES still shows he is in Company B, Pvt. Owens probably has a pay problem.

Question? Ask!

LESs are mailed to units of assignment monthly, and normally arrive by the fifth of the month. If you have a question about the data appearing (or not appearing) on your LES, please ask about it. Use your chain of command. Many units encourage soldiers to submit inquiries in writing and to retain a copy for future reference; written inquiries help the details stay the same as the inquiry travels through the chain of command. Help your supervisors and support staff help you.

(SFC Esch is a finance specialist who is serving an AGR tour with OCAR's Office of Programs and Liaison in Washington.)

The Mysterious TPC

The training pay category (TPC) code appears between blocks 2 and 3 on the LES. It is a subject of great mystery to most Army Reserve soldiers. Let's try to explain by telling about Johnny Owens.

Pvt. Owens joined Company A as a high school junior on 2 Feb 1987 for the split training program — he started in TPC "L" because a high school junior can only be paid for 12 drills 90 days before attending basic training, even though he may enlist up to 180 days before attending basic training.

About the end of March or beginning of April, we changed the TPC to "P," which would allow him to be paid for drills attended. On 20 June, Owens departed for basic training, so we changed his TPC to "F." Then we changed it to "Q" when he completed basic training. (If Owens had not gone to basic training as scheduled, his TPC would have followed a different sequence.)

A year later, Pvt. Owens finished high school and departed for advanced individual training, so we changed his TPC to "U." When he returned, we changed it to "A."

But, what's this? Owens is going on active duty for training (ADT) for 45 days! The TPC must be changed to "Y," then "A" again when the ADT is complete.

The many codes all have a purpose. Nonpay codes like "L," "Q," "Z" and "Y" do not allow payments for drills. Nonpay codes "Q" and "Y" also stop duplicate collection for Serviceman's Group Life Insurance (SGLI) which should be collected from his active duty pay. TPCs "Z," "P" and "U" identify soldiers who have not completed specific phases of their initial training.

Hot Time in Mississippi

By Maj. Paul Adams

It's not unusual for an Army Reserve unit to spend months planning and preparing for annual training. But when the unit happens to be a firefighting outfit, it's difficult to get realistic skill training beyond answering an occasional fire alarm at the post fire station.

But some creative thinking and lots of energy produced the solution for the 683rd Engineer Platoon (Fire Fighting), Pascagoula, Miss.

When the 21 members of the 121st ARCOM platoon arrived at the Mississippi State Fire Academy one hot, humid summer afternoon, they could sense they were in for some "hot" times on the Delta. The 110-acre site near Jackson, Miss., in the middle of July was the perfect setting for the 683rd's two weeks of Annual Training — learning how to fight fires.

According to director James S. Hart, the academy has an annual enrollment of some 6,000 in courses lasting from one day to two weeks, at various levels of proficiency. Most students come from municipal fire departments throughout the state.

Summer camp for the 683rd had all the characteristics of Army basic training. Intensive classroom instruction crammed in during the morning hours, hot sweaty afternoons at the training site, PT and the camaraderie of teamwork.

Spec. Michael Davison adjusts another firefighter's protective suit and head gear.

Army Reserve photos by Paul Adams

Contract Training

For Capt. Joseph B. Galle, 683rd commander (or fire marshal, as he is called by his troops), the contract training at the academy was the solution to a perplexing problem. The contract training for Galle's personnel came as a result of there being no other means for them to be trained in their military occupational specialty (MOS).

He noted that only one member was a qualified firefighter before the AT.

"The normal means to qualify for the 51M firefighter MOS was attendance at the two-week reserve component course at Chanute Air Force Base, Ill.," said Maj. Dennis Lanigan, schools officer for the 121st ARCOM. "Since that course is no longer being taught and the 10-week course too long for most Reservists to get off from their civilian jobs, we had to explore other alternatives and be creative."

That's when Galle's full-time unit support NCO, Sgt. Lisa Ehlers, entered the picture. Ehlers got the ball rolling on the contract training idea. "Her enthusiasm and creative thinking combined with her expertise and sense of mission accomplishment were necessary to put this whole training plan together," Galle said.

With Lanigan's guidance, Galle developed a plan to get his personnel MOS qualified. First, he enrolled his troops in the Air Force firefighters correspondence course. The academy was the second phase of the training, with academy instructors teaching the same skills taught in the military version of the 51M course.

The last phase leading to MOS qualification of his soldiers will be when Galle's unit is administered the SQT. Upon successful completion of all phases, the 683rd Reservists will be qualified military firefighters.

"It was just too good an opportunity not to take advantage of," Lanigan recalled. It was cheap training, in so far as the cost of tuition and petroleum were concerned; they were minimal. The unit was not charged by the Mississippi Air National Guard for billeting, so all we had to deal with were the normal AT costs and meals, Lanigan said.

Tough Training

Galle said, "We have never trained like this before. Learning how to put a ladder up to a building, rolling and folding hoses and ropes builds confidence, leadership and teamwork among our soldiers."

Ehlers agreed that the course was rigorous. "Our training involved dealing with hazardous fire conditions — simu-

Above: Army Reserve firefighters of the 683rd Engineer Platoon attack a simulated butane tank fire during an exercise designed to build confidence in using their equipment. Below: Academy instructor Larry Miller, left, shows Pvt. 2 Liz Hubbard how to roll and fold hoses.

lated pit fires or propane gas blazes, as well as laying out a hose and approaching a fire," she said.

In the classroom the soldiers learned CPR techniques and fire prevention and inspection.

PFC Ray Clayton, a University of Southern Mississippi student, said he learned some things about structural fires that were important to know. "Plus it was nice to get my hands on the equipment and get involved.

SP4 Clifton Sellars, a firefighter from Moss Point, Miss., said he had gone through this type of training before, but he was "getting more experience now than ever before."

"It's the best training we've ever had. We were working with very fine people at the Mississippi Fire Academy. They are people who teach this for a living. They know what they are doing," Galle said.

As a result of the academy training, Galle says unit members now know how to check out their equipment. "They even identified large numbers of unserviceable hoses," he said.

Lanigan concluded that the 683rd has taken quantum leaps towards combat readiness. "However, the real value of this contract training," Lanigan concluded, "is that they did it as a unit. It was very unique, inexpensive and highly successful."

(Maj. Paul Adams is public affairs officer, 121st ARCOM, Birmingham, Ala.)

Reserve Transporters Train With Army's Newest Vessel

By Gary Sheftick

The Army's newest ship made its first voyage up Chesapeake Bay in August to deliver cargo to Army Reservists in Baltimore, Md.

The logistics support vessel (LSV) *William B. Bunker*, latest of a new class of military cargo craft, cruised from its home port of Fort Eustis, Va., and delivered cargo to the 313th Trans. Bn., which was conducting AT at a Baltimore port.

More than 300 pallets of cargo were unloaded by the 946th Terminal Transfer Co., which operated a cargo yard at the Curtis Bay depot of the Defense Logistics Agency.

The Reservists worked around the clock to unload the ship and document the cargo. They used material handling equipment such as 4,000-lb. and 6,000-lb. forklifts and 10,000-lb. rough terrain forklift.

After it came off the LSV, the cargo was transported by truck, barge and landing craft to the Locust Point Marine Terminal, next to famous Fort McHenry in Baltimore harbor. There, members of the 430th Terminal Service Co. hoisted the cargo into the holds of the *Cape Archway*, a breakbulk military cargo ship.

The starboard side of the *Cape Archway* faced the water, so cargo destined for compartments on that side of the ship had to be loaded straight from smaller craft. Barges were towed by tugboats operated by the 949th Floating Craft Co. and landing craft came from the 464th Medium Boat Co., Alexandria, Va.

All the units are part of the 313th except the 464th, which is an element of the 310th Theater Army Area Command.

The Reserve transporters spent part of their AT in a tactical bivouac at Fort Meade, pulling 12-hour shifts moving cargo and staying on the alert for infiltrators around the clock. The tactical phase climaxed with an amphibious assault from landing craft against an aggressor force.

The exercise also featured a sling-loading operation with a CH-47 Chinook of the 5/159th Aviation Bn. (formerly A Co., 60th Aviation Bn.) from Fort Meade. The Chinook was used to move concrete pillars from a pier to a barge for further transport.

(Gary Sheftick works with First Army public affairs, and is a Reserve lieutenant with the 313th Trans. Bn.)

Soldiers of the 946th Trans. Co. band frustrated cargo in the yard at Curtis Bay, Md.

Army Reserve photos by Gary Sheftick

The Army's newest ship, the logistics support vessel *William B. Bunker*, is offloaded by Reserve soldiers from the 946th Trans. Co., Lewes, Del.

A ground guide from the 313th Trans. Bn. motions a forklift onto the *Bunker's* ramp as another leaves with cargo.

Logistics Support Vessels Newest In Army's Fleet

A new type of floating craft, the logistics support vessel (LSV), has joined the Army's fleet.

LSV1, the *Gen. Frank S. Besson Jr.*, was commissioned in January 1988 at the U.S. Army Transportation Center, Fort Eustis, Va. The vessel carries the name of a former chief of transportation.

"LSVs transport cargo from ship-to-shore and from beach-to-beach and through inland waterways in intratheater lift operations," explained Col. Elijah Toney, director of combat developments at the Army Transportation School. "The new craft replaces older ones of 1940s and '50s vintage and increases our capability to move cargo worldwide."

The 273-foot-long LSV, with bow and stern ramps, can load and unload wheeled vehicles in roll-on/roll-off operations and is capable of transporting cargo directly to shore areas not accessible to deep-draft vessels, Toney said.

With a range of 6,500 nautical miles while loaded, the LSV is self-sustaining for at least 30 days with a crew of 29 (six warrant officers and 23 soldiers). "A trip from the east coast of the United States to Europe should take from eight to 10 days," Toney said.

The vessel can transport 2,000 tons of cargo consisting of rolling stock (trucks, heavy and outsized equipment), containers and general cargo.

Four LSVs have been built for the Army at Pascagoula, Miss. LSV2, *CW3 Harold C. Clinger*, was delivered to the Army's Western Command in Hawaii in March. A month later, LSV3, *Gen. Brehon B. Somervell*, joined the Army National Guard's 604th TC Det. at Tacoma, Wash. The last of the fleet, LSV4, *Lt. Gen. William B. Bunker*, reported to Fort Eustis in June.

More than 500 floating craft make up the Army's inventory, with the total expected to increase to 585 by 1990.

An Example of Family Support

Family Support Groups in the 81st ARCOM

By Maj. Annie L. Simmons

"When duty calls, I'll go."

Every military spouse at some point in time have heard, or will hear, their soldier say those words. But when duty calls, will the spouse know where to go or what to do to get support and assistance?

In the 81st ARCOM, most now do know, thanks to the support network that has been established as a result of the Family Support Group (FSG).

The FSG is a Department of Army program which was implemented in 1987 at the 81st ARCOM, headquartered at East Point, Ga. FSGs were established from company level up, with more yet to come. More than 10 FSG coordinators have been appointed throughout the ARCOM.

The groups are composed of soldiers and family members who volunteer to provide outreach services, social and emotional support and information to family members before, during and after family separations due to deployments, extended tours of temporary duty and field training.

The program got off to a good start in the ARCOM, after a Second Army family issues symposium that, for the first time, brought Army Reserve and National Guard participants together to discuss family concerns.

The symposium covered three subjects of interest to both Reserve and Guard families: Family member identification, family member briefings, family support groups, establishment of the telephone-tree communications link, entitlements, the sponsorship program and mobilization.

According to Daniel Dowd, the Family Program Coordinator for the ARCOM, each subordinate unit FSG coordinator is responsible for establishing local programs. Each FSG conducts periodic meetings. Dowd said several initiatives are being considered to improve enrollment in FSGs, including welcome letters to each volunteer, certificates of appreciation and special awards.

Experience in the 81st ARCOM shows that everyone can benefit from the FSG. Family members have effective ways to gain information and support. Soldiers are reassured that the FSG is there to help. Commanders find the FSG can help prevent problems which may affect soldier's performance or retention in the unit.

(Maj. Simmons is the 81st ARCOM public affairs officer.)

Establishing a Family Support Group

A Family Support Group is an officially sanctioned organization of officer and enlisted soldiers and their family members. It has the following components:

- Standard operating procedures or guidelines that establish its goals, scope, structure and responsibilities.
- Command linkage; that is, the commander's active support for and approval of its activities.
- One or more designated representatives whose volunteer services have been accepted by the commander.
- A formalized and active communication and support network which links family members and the chain of command (for example, a telephone tree).
- Incorporation into the unit's deployment family assistance plan.

Family Support Groups are encouraged Armywide. Development of policy regarding them is a responsibility of the Army's Community and Family Support Center in Alexandria, Va.

The "Bible" on the subject is DA Pamphlet 608-47, *A Guide to Establishing Family Support Groups*. Chapter 5 discussed reserve components groups, and the appendices provide helpful information such as organizational structures, volunteer job descriptions and case histories. Every company-sized unit in the Army Reserve should have received a copy of DA Pam 608-47 in early 1988.

In addition, a Family Support Group Reserve Component Handbook has been developed as a companion to DA Pam 608-47. It discusses how to set up a Family Support Group and a wide variety of details such as liability, fundraising and official support.

Distribution of the RC Handbook was less complete than the DA Pam, but at least a few copies should be available at the ARCOM level and local reproduction is encouraged.

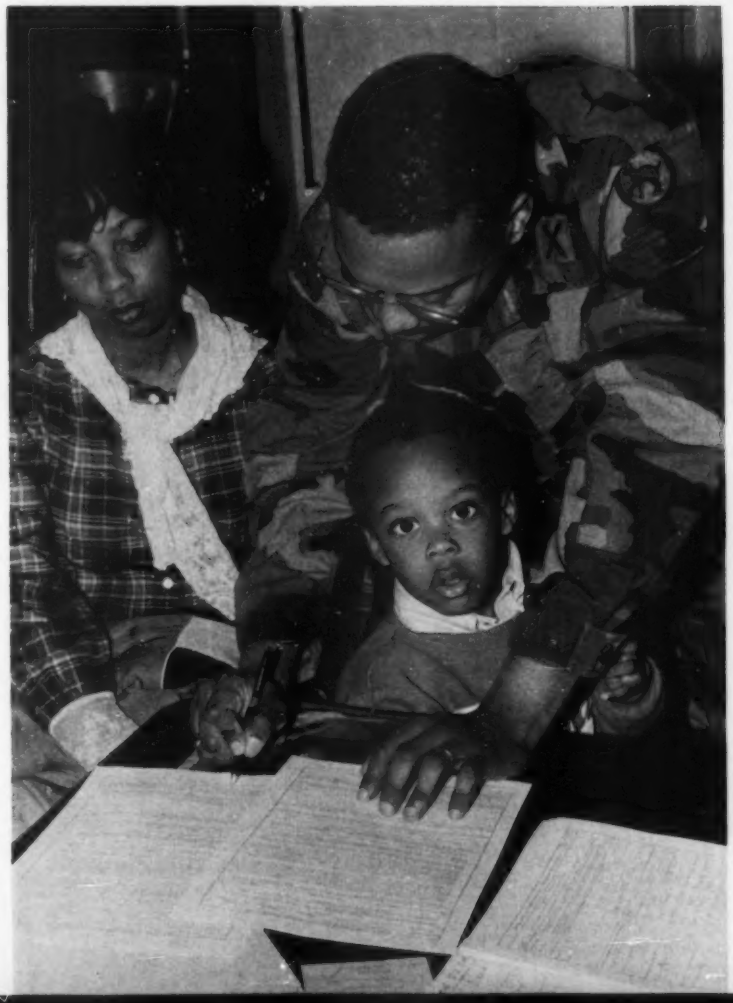
Every major Army Reserve command should have a staff person designated to coordinate family support matters. If you are interested in family support matters but can not find a point of contact locally, call one of the following offices — they will be able to put you in touch with the right people:

U.S. Army Community & Family Support Center
ATTN: DACF-FSA
Hoffman I, Room 1400
2461 Eisenhower Ave.
Alexandria, VA 22331-0521
Phone: (202) 325-9390
Autovon 221-9390

Family Liaison Office
HQDA, DAPE-ZXF
Room 2D653, The Pentagon
Washington, DC 20310-0300
Phone: (202) 695-7714
Autovon 225-7724

FORSCOM RC Quality of Life Officer
HQ FORSCOM
ATTN: FCJ-1-CFS-RCQOL
Fort McPherson, GA 30330-6000
Phone: (404) 362-3323
Autovon 797-3323

Right: Sgt. Charlie D. McCullough enjoys the 81st ARCOM open house with kids Minchul and Michelle and wife Sun Ok. (Army Reserve photo by MSgt. Billy Pounds). Below: Capt. Don North, 81st ARCOM safety officer, fills out paperwork for his wife Greta and son Jamil to receive ID cards. (Army Reserve photo by Sgt. Dorothy Young).



Hotels, Motels Offer Special Rates for Army Reservists

Army people traveling on personal matters are being extended special room rates by several national hotel chains — provided that they reserve the room in advance through an installation's Office of Information, Ticketing and Registration.

This benefit comes from recent agreements between the Army and the hotel chains, said Dan Yount, who monitors the program for the Army's ODCSPER. The room rates under the program are the same as those offered to official government travelers.

Yount said the program includes active-component soldiers, reserve-component soldiers, DA civilians, and their family members.

To apply for the special rates, the traveler must have the reservation made at the local ITR office. Such offices are located throughout the U.S. and overseas.

Yount reported that so far the following chains have signed up for participation in the new program:

- Holiday Inns (including their Crowne Plaza properties).
- Quality Inns.
- Clarion Hotels and Resorts.
- Days Inns.
- Howard Johnsons (in selected locations).
- Several independent hotels.

LETTERS

Taking Care of Yourself

Sir:

The recent letter from Maj. Cartwright (Issue 4/1988) about the difficulty he found reconstructing his retirement points, and your response, point up a situation that, in my opinion, should receive a comment at least annually.

I had every mistake possible made on my points record. On the "up" side, though, I had a senior officer who gave us a thorough orientation and fought for us to get copies of papers and reviewed our annual points cards with us.

Of course, over the years I gained knowledge, and passed it on. I've pulled out that AR copy on a regular basis.

I think the AR still notes it is the individual's responsibility to keep their own records. Unfortunately, many never see that and it's not part of "the script" at basic courses, so it's up to senior officers and NCO's to continually remember.

When I did AMEDD officer recruiting for the 8th Medical Bde., I sent a letter to each officer forwarding extra copies of material I kept during the process, and indicating it was the start of their "personal personnel" file.

To quote something I once read, "The ultimate folly is to think that something crucial to your welfare is being taken care of for you."

Col. Eileen Bonner (Ret.)
Brooklyn, N.Y.

Retirement Pay and Social Security

Sir:

Recently, a representative of the Social Security Administration told me that any retirement payments made to me by the Social Security Administration would be reduced by some predetermined proportion of any additional state or federal pension payments. Does this mean that my Reserve pension would actually reduce the Social Security pension payments that I would have been due based on my civilian earnings history?

Maj. Stephen Demski
Northampton, Mass.

We checked with Frank Battistelli, deputy press officer for the Social Security Administration. He said that, while the law is extremely complicated in this area, it is possible that, as a result of a so-called "windfall benefits law," your Reserve retirement could offset a portion of your Social Security benefits.

There are few generalities involving this situation that would apply to every Reservist. Battestelli suggests that the best way to determine how much effect the law may have on your benefits is to contact a local Social Security counsellor for a personal benefits profile.

Battestelli also mentioned that legislation has been introduced to exempt Reserve retirements from this "windfall benefits" provision, but that it has not yet been acted upon by Congress.

Unit Citations

Sir:

Some of my fellow Reservists and I were surprised to learn that the units we served with during our active duty tours in Vietnam were awarded citations during the periods we were assigned to them. These awards were presented to the units after our Regular Army discharges and do not appear on our DD 214s.

My questions: Are we allowed to wear these awards on Class A uniforms and, if so, how do we get them recorded and recognized in our 201 files? Would these unit awards and citations, campaign stars and medals be worth promotion and/or retirement points.

SFC Robert D.Lindley
Las Vegas, Nev.

To get such unit citations on your record, you need proof of two things: First, that you were assigned to the unit during the period covered by the award; and second, that the unit did indeed receive the citation.

Your Official Military Personnel File (OMPF) should take care of the first requirement; it is on file at ARPERCEN in St. Louis. Unit members should request a copy of their file through their unit personnel office; IRR soldiers can request one through their career advisor or personnel management officer. If you still have a copy of orders assigning you to the unit, those will work, too.

Next, you can obtain a copy of an official historical brief of the unit to which you belonged, which will include citations received by the unit in Vietnam. The historical briefs are available by writing to the U.S. Army Center for Military History, Unit Histories Branch, Casimir Pulaski Bldg., 20 Massachusetts Ave. NW, Washington, D.C. 20001.

Once you have the two elements of proof, your unit personnel officer is authorized to append the awards on your record, and you will be authorized to wear the award. Unit citations have no value toward retirement or promotion points.

Kudo

Sir:

I recently left active duty and joined the active Reserve. My first issue of *Army Reserve Magazine* just arrived. I would like to compliment those who work to create the magazine on a superb effort.

Information about happenings in the active and reserve forces may well be the most single important resource for an effective Reserve career — if you don't know what's going on, you can't participate. Your magazine does much to provide that information flow. Out of the single issue, I cut out five different articles, three for reference and two for immediate action. In all cases, the "news" which was presented was "new" to me.

Many thanks.

Capt. Timothy Enneking
Arlington, Va.

You're more than welcome. We pass your thanks along to the contributors who help us keep current on what's going on in the Army Reserve, including many unsung OCAR and HQDA staff people whose names you seldom or never see.

The LAW is the LAW

Sir:

On the cover of Issue 4/1988 you show SSgt. Darell Smith with what you describe as an M79 LAW. I believe the M79 is a 40mm grenade launcher, and the M72 is the LAW.

CW2 Ken Guier
Ponca City, Okla.

We believe you are correct.

For explanation of acronyms, see the Army Reserve Glossary on page 5.

Use of Hospital

Sir:

What is the regulation saying a member of the Reserve can't use the military hospital, except on drill dates?

Sgt. Robert M. Peterson
Urbana, Ill.

The regulation you are looking for is AR 40-3, which should be available in your Reserve Center.

Para. 4 of the AR lists persons eligible for care in Army medical treatment facilities. Basically, Reservists are authorized military hospital care while on inactive duty training only *if injured in the line of duty.*

Otherwise, generally speaking, Reservists not on active duty are not authorized military medical care at any time.

Address Change

Sir:

In the last week of December I wrote to you asking to be added to the mailing list of *Army Reserve Magazine*. I would like to thank you for your prompt response to my inquiry.

In your response, you suggested that I go to my unit technician to set the process for receiving the magazine in motion. I followed your suggestion. I found that my unit technician had no idea what this process is, and mentioned that others in the unit had asked about receiving the magazine.

I would appreciate it if you would please send me a detailed outline of the procedure. I intend to pass this outline on to my unit technician in order that I and the other members of my unit might be able to begin receiving *Army Reserve Magazine*.

Spec. Steven M. Steinkamp
Kansas City, Mo.

Army Reserve Magazine is sent to the home address of each Reserve soldier for which a home address is on file. In the case of unit members, the file comes from the "home address" block of those soldiers' SIDPERS-USAR files. There is no special information block for the magazine.

SIDPERS records are entered at unit level and reported through the MUSARC and the CONUSA to FORSCOM and, ultimately, to ARPERCEN. The address data on file at ARPERCEN is combined with addresses from other source lists to produce the mailing labels furnished to our printing contractor.

Personal data, such as addresses, can only be changed in SIDPERS at the local input level. This means that soldiers must keep their unit advised if their address changes. No higher headquarters (and certainly not the magazine staff) can make changes. The actual computer input point may not be located at your unit, but at some central location within the MUSARC.

It can take 30-60 days for address changes to make the trek from unit level to ARPERCEN — perhaps longer, if unit personnel responsible for SIDPERS input don't consider updating address information a matter of priority.

Post Stickers for Reserve Retirees?

Sir:

My husband has received his 20-year letter and is still a member of the Army Reserve. I feel Reservists should be entitled to full privileges (full retirement pay, hospitalization, commissary, etc.) at the time of their retirement.

They have served their country well just as the full-time military person has done with 20 years' service, because the Reservist is balancing a full-time job along with a Reserve career.

Another thing to think about is this: Anytime a Reservist wants to enter a "closed" base, they must get a visitor pass. Why not reward the 20-year-letter Reservist with a base sticker for their vehicle to expedite their entry onto a closed base.

Iris Teague
Corpus Christi, Texas

Ribbons and Mailing Labels

Sir:

I just received Issue 4/1988, and was pleased to see that you had printed the new "Symbols of Excellence" on the back cover.

However, my address label was glued securely to the bottom of the chart on top of the last row of medals and ribbons, thereby obliterating the last row. The chart would have been suitable for framing at our office and very helpful for all who chose to use it to arrange their ribbons correctly. The mailing label could just as well have been placed on the front of the magazine with no bad effect.

Donald A. Taylor
Highwood, Ill.

We heard about this from a number of readers. We were caught in a dilemma with the ribbon chart. We are only authorized to print full-color art on the front and back covers. The mailing label has to go on the back cover. If we'd put the ribbons on the front cover, by the time we left space for the magazine nameplate it would have been too small. We thought it was worth running, even with the label problem.

*Some people have had success with a little steam on the label (Remember Radar O'Reilly on M*A*S*H?). In any case, the Department of Defense is working on a new poster which should provide the same information.*

18-Year Lock-In

Sir:

Reference the article entitled "The Reserve Promotion System, Myths and Truths" (Issue 1/1988). In this article, the author refers to the "18-year lock-in rule." Can you provide more information about this rule? Can you provide references so this procedure can be looked up?

Maj. Mark S. Yancey
Tualatin, Ore.

AR 140-10 (which is included in the Reserve Components Personnel Update) contains the rules governing the 18-year lock-in. The matter is addressed in Para. 7-11, which says in part: "Officers having 18 or 19 years of qualifying federal service for retired pay will not be removed without their consent. Officers who meet this criteria on the date removal is required will be retained to complete 20 years.

There are limits to the retention period. The regulation says that officers having at least 18 but less than 19 years of qualifying service will be retained for three years from the required removal date; officers having at least 19 but less than 20 years qualifying service will be retained for two years from the required removal date.

Promotion Boards — How They Work

By Lt. Col. Joel Fosdick

The good news that an Army Reserve or National Guard officer has been selected for promotion is the culmination of an administrative process lasting about a year and involving many "players," not the least of which are the members of the promotion board.

The agency responsible for coordinating this process is the Office of Reserve Components Promotions of the Total Army Personnel Command, collocated in St. Louis, Mo., with ARPERCEN.

Let's follow a typical promotion process, from preparation of the initial personnel roster until notification of those considered of the outcome of the board.

Six months before the board is due to convene. Tentative lists of officers identified as in the zone of consideration for promotion are sent by the Office of Promotions to the five CONUSA headquarters and ARPERCEN's Officer Personnel Management Division (OPMD).

OPMD reviews the tentative lists, updates them and returns them to the Office of Promotions.

Five months before the board. A formal announcement identifying the zone of consideration is published by the Office of Promotions and sent to the field. Unit commanders should notify all personnel in the zone of their status. Eligible individuals should assure that their records include a recent official photograph and a physical examination which will be current as of their promotion eligibility date. Troop unit officers in the zone should also review their DA Form 2-1 for completeness and accuracy. Non-unit officers should review their Officer Record Briefs (ORBs).

Four months before the board. Clerical personnel in the Office of Promotions begin the administrative process of reviewing OMPFs for completeness. In the event records are missing, a search is conducted in an effort to locate them.

Three months before the board. Officers in the zone of consideration receive letters from the Office of Promotions advising them of their status. They will be informed as to how they may submit missing documents to the promotion board. They will also be afforded the opportunity to submit a letter to the president of the board.

Two months before the board. DA Forms 2-1 are submitted by unit administrative personnel through the CONUSAs to the Office of Promotions. PMOs at OPMD submit ORBs for non-unit officers.

One month before the board. A second records screen takes place at the Office of Promotions. Documents which have been submitted from the field and from individual officers are included in the Promotion Consideration File (PCF).

The Board Meets

After the promotion board convenes, its members review the letter of instructions (LOI) from the Deputy Chief of Staff for Personnel (DCSPER) at DA. They also meet with a general officer from the DCSPER's office and receive his verbal guidance.

The board then begins the process of reviewing the record of each officer in the zone of consideration. Every board member personally reviews and votes on each file in the zone.

Following the board's adjournment, the results are forwarded to the Secretary of the Army for approval. About two months following adjournment, the list of those recommended for promotion is released simultaneously, Army-wide. At this time, individuals selected and not selected for promotion may be so advised by a designated individual within their command channels.

All officers who were considered by the board are notified, in writing, by the Office of Promotions, whether or not they have been promoted. Those selected are provided "Promotion Letters," which serve as promotion orders. Those not selected are so advised by means of correspondence known as "non-select letters."

The entire promotion process is a lengthy one. But it serves a noble purpose, that of providing the best-qualified officers to lead the Army Reserve.

(Lt. Col. Fosdick wrote this series while serving an ADT tour with the Reserve Components Promotions Office. He is an Army Reserve public affairs officer and an IMA to U.S. Army Western Command.)

What is ARPERCEN?

The U.S. Army Reserve Personnel Center (ARPERCEN) is a field operating agency of the Office of the Chief, Army Reserve. It performs a wide variety of missions on behalf of Army Reservists, particularly Individual Ready Reservists (IRR), Individual Mobilization Augmentees (IMA) and Active Guard/Reserve (AGR) soldiers.

Correspondence to ARPERCEN should be addressed to:

Commander, ARPERCEN
Attn.: DARP-_____ *
9700 Page Blvd.
St. Louis, MO 63132-5200

* If you do not know the correct "Attention" symbol, omit the attention line.

When requesting assistance from ARPERCEN, be sure to sign your letter and include your social security number.

Sergeants Major Academy Seeks Army Reserve Students

ARPERCEN is seeking applications from Army Reserve non-commissioned officers in the top three grades for the U.S. Army Sergeants Major Academy.

Sergeants major, first sergeants and master sergeants may apply for the Academy's resident or non-resident course; promotable sergeants first class may apply for the non-resident program only.

A DA selection board will convene at ARPERCEN in July to consider nominations. Applications must be received at ARPERCEN by May 15.

Detailed letters of instruction were received by Army Reserve units with the December mailing of DA Form 1379, Reserve Components Unit Record of Training. Elgible soldiers assigned to the IRR and IMA Program will receive the letter of instruction directly from ARPERCEN.

IRR, IMA Soldiers Over 40 — Be Ready for the PT Test

IMA and IRR soldiers need to report to training prepared to take the Army Physical Fitness Test (APFT), and to report within height and weight standards.

That's not news for most Army Reserve soldiers, but it is a bulletin for soldiers over 40, thanks to changes to the Army's procedures for cardiovascular screening.

Until Jan. 1, soldiers who turned 40 years of age could not take the Army Physical Fitness Test (APFT) until they had been medically cleared to do so. Clearance procedures — particularly for those soldiers with higher risks of heart attack — were often lengthy and difficult for Reserve soldiers to complete. As a practical matter, few IRR or IMA soldiers completed the screening process.

On Jan. 1, the Army removed the requirement for soldiers turning 40 to obtain medical clearance prior to taking the APFT. Those who turned 40 prior to Jan. 1, 1989, still require medical clearance, but the new rules considerably streamline the clearance process.

ARPERCEN officials stress that IRR and IMA soldiers who fail the APFT need to be counseled, and their evaluations should reflect the failure.

Commands who provide training for IRR soldiers may send home those who report for duty overweight. Those who have IMA soldiers assigned cannot deny an overweight IMA Annual Training, but they should report the failure to meet standards on the soldier's evaluation report.

CGSOC Nonresident Courses Resource for Officers

Army officers, including Reserve officers, must complete Command and General Staff Officers Course (CGSOC) before being considered for promotion to colonel; completion of half of the course is mandatory for promotion to lieutenant colonel. But relatively few reserve component officers are selected for the resident course at Fort Leavenworth, Kan., and many can't take the time away from their civilian commitments, even if selected.

Fortunately, there are others ways to complete CGSOC. The School of Corresponding Studies administers a nonresident program serving more than 17,000 active and reserve component officers.

The student officers can complete the program by correspondence courses, or through one of the 90 U.S. Army Reserve Forces (USARF) Schools offering courses at more than 400 locations worldwide, or through a combination of correspondence and USARF School training.

AR 351-1 contains information about CGSOC eligibility and enrollment. For more information, write to the Commandant, U.S. Army Command and General Staff College, ATTN: ATZL-SWE-R, Fort Leavenworth, KS 66027-6940.

ARPERCEN Offers One-Time Restart For Senior Rater Profiles

ARPERCEN is offering the more than 38,000 senior raters of Army Reserve officers a unique opportunity to "restart" their senior rater profiles.

The restart program allows senior raters to begin building a new profile history more closely based on the critical "center of mass" concept. ARPERCEN officials say too many senior raters skew their profiles by consistently "top blocking" officers, resulting in ratings that don't convey credibility to promotion boards.

So-called "center of mass" ratings provide the senior rater with the power to give a boost to the very best officers and to protect quality officers by rating them honestly.

Senior raters may have as many as three profiles — one each for active Army, Army National Guard and Army Reserve officers.

Senior raters should consider a restart when the total number of evaluations in any one grade exceeds 100, officials say, because large numbers in the profile tend to give a somewhat distorted message to selection boards.

ARPERCEN officials caution senior raters not to shift their rating philosophies without first restarting their profiles — to do so would send the wrong message both to rated officers and to the selection boards who interpret the profiles when considering officers for promotion.

APRERCEN rating officials stress that, while no senior rater will have his or her profile restarted involuntarily, they are eager to help senior raters determine if they should ask for a restart. ARPERCEN can provide each senior rater with an instruction booklet and a copy of his or her profile history.

Senior raters who opt to restart their profiles need to contact ARPERCEN according to the following schedule:

Senior raters who are colonels or civilians of any grade should contact ARPERCEN by March 15, with the profile restart scheduled to take effect April 1.

Senior raters who are lieutenant colonels should contact ARPERCEN by April 15, with the profile restart May 1.

Senior raters who are majors or promotable captains should contact ARPERCEN by May 15, with the profile restart June 1.

The suspense date for general officers was earlier.

Requests not received by the suspense dates will be processed on a first-come, first-served basis after those in the priority category. After June 1, ARPERCEN will accept requests for restarts from senior raters in any grade.

The contact address is ARPERCEN, ATTN: DARP-PRE, 9700 Page Blvd., St. Louis, Mo., 63132-5200.

Senior raters desiring to restart their active Army and Army National Guard profiles need to contact the U.S. Total Army Personnel Command, and the Army National Guard Personnel Center, respectively.

Command Philosophy

By Maj. David Hoopengardner

In previous issues, we discussed leading soldiers in a direct, face-to-face manner. This time, we'll discuss leading an entire organization. This is much different than direct leadership, where the leader can exert direct influence over his subordinates. Organizational leaders have to be able to lead through other people in order to accomplish the mission.

". . . Successful commanders are those with a well-developed command philosophy and a vision of what they want their units to be," wrote a successful brigade commander in *Military Review*. But what exactly *is* a command philosophy? Why is it important?

Why a Command Philosophy?

The term "command philosophy" is not clearly defined in the Army, and is not used uniformly. Yet, establishing a command philosophy is one of the best ways to lead an organization — especially a complex, dispersed one. In fact, without it there is no basis for operating within the commander's intent.

Here's what usually happens when a command philosophy is not formulated and communicated to the unit:

- Second-guessing by subordinates as they "feel out" the commander.
- Piecemeal revision and initiation of policy as the commander's intent is "discovered."
- Redirection of energy and focus, as subordinates mimic the commander's changing direction of march.
- Inappropriate use of resources, as priorities change.
- Delays in gaining trust and confidence of subordinates.
- Whipsawed chain of command.

The bottom line: Energy that could be spent making a better unit is wasted in guessing what the boss wants.

What is a Command Philosophy?

Let's provide a simple definition of a command philosophy: It's a written statement that tells subordinates the way business will be conducted in the unit.

It describes the things the commander expects, and the things he won't tolerate.

It's a piece of paper the commander can pull out when the unit has had a bad day, and the walls are crumbling around him. It will reassure him that he's OK, because his philosophy is values-based, and "owned" by the command (more about that in a moment).

Who Writes a Command Philosophy?

The term is *command* philosophy; not *commander's* philosophy. It must be the philosophy of all the people in the organization; not just of one person. The command must "own" the philosophy; it must be thoroughly communicated to and understood by all soldiers and civilians.

The philosophy isn't communicated simply on paper. It's communicated by words and actions, policies and directives, by coaching and feedback up and down the chain of command. The members of the command have to know it, and accept it, before it can become a working command philosophy.

Building a Command Philosophy

Now that you have the background, here are some criteria to think about when building a command philosophy. Philosophies will differ from one command to another; your unit's philosophy doesn't have to include all of these, and can include additional criteria.

- **It is short** — ideally, one page, front and back.
- **It is understandable** to each member of the unit.
- **It takes the perspective of the whole organization.** Everything is related to everything else; each element — soldiers, civilians, leaders, equipment, structure and doctrine — influences the others and needs to be considered.
- **It specifies goals and objectives.** They are specified in terms of a vision of what you want the unit to be in its ideal state. Don't use goal statements which say "improve" or "enhance." Those words denote processes; not goals.

Let's take an example: You state a goal as "enhance leader development." Every leader then reads one book on leadership. Leader development has taken place, but is that really what you had in mind? Here's an example of a good goal statement: "A Total Army whose leaders at all levels possess the highest ethical professional standards committed to mission accomplishment and the well-being of subordinates."

Sound familiar? It is the Army Leadership Goal, as stated in DA Pamphlet 600-68.

- **It specifies priorities,** which must be followed through with action. Otherwise, you send confusing signals.

If you say training is number one, but cut people off at the knees because of maintenance, they will get the message that training is not really number one. If you don't tell your people what the priorities are, they'll figure them out by your actions.

■ **It gets "they" off the backs of the subordinates.** You know who "they" are — "They" said we've got to do it; that's why we do it, even if it doesn't make sense.

Organizational energy is a finite quantity; any organization can only accomplish so much. It's up to the leaders to buffer outside sponges that sap energy.

■ **It optimizes information flow.** We said "optimize," not "maximize." The Army is very good at maximizing information flow — right into the old "in box." When you optimize information, you make the most of what's available. A good organization can turn accurate, timely and relevant information into action by making sure those who need it, receive it and have the opportunity to act on it.

■ **It places authority "to do" in the hands of those with the responsibility.** "Power down!"

This means delegation, and several things must happen to make it work. Standards must be absolutely clear to all. The command must allow risk-taking and mistakes.

"Power down" isn't just a nice-to-have concept; it's an operational necessity. The demand to get things accomplished, especially in wartime, exceeds the capacity for one person to do it all. Some leaders will try — and may succeed for awhile. Experience at the National Training Center shows clearly that a one-person leadership operation simply doesn't work in wartime.

■ **It specifies what will be measured, and how.** People do what they do because of their perception of what it takes to "score" — to do well in terms of what their leaders are measuring.

This is the real barometer of priorities in a unit. If what is truly significant — say, personnel readiness — is hard to measure, then those factors that can be measured become significant — AWOL, reenlistment, downtime.

■ **It creates multiple feedback loops to the commander.** A good commander doesn't rely on one source of information. Statistical reports must be verified with grassroots communication. Command through the chain, but communicate any way possible.

■ **It rewards individual and unit performance.** Three rules apply:

(1) Do not accept unsatisfactory performance.

(2) Accept satisfactory performance.

(3) Consciously reward outstanding performance.

Everyone does something well. It's up to the leaders to discover what each person does well, acknowledge it, reward it and publicize it.

■ **It demands initiative.** One of the cornerstones of AirLand Battle doctrine is initiative, but it must be nurtured. If people are to become innovative, the command climate must allow experimentation and mistakes. "Smart mistakes," made in good faith, turn into positive lessons learned.

■ **It understands that "the Best" is the enemy of "the Good."** Because a unit can only accomplish so much, if it tries to be the best at everything, some areas will get out of balance. The unit should meet standards in all areas; then concentrate on specific items at which it wants to be "the Best."

■ **It communicates that everything done in peacetime must be directly related to the wartime mission.**

That's it. You may not want to include all these criteria, or you may want to add others. That's OK. The key is that your philosophy be articulated to all members of the command, and that they all thoroughly understand its implications. Company level is not too low a level to write a command philosophy, especially if that company is not collocated with its parent battalion.

A Word of Caution

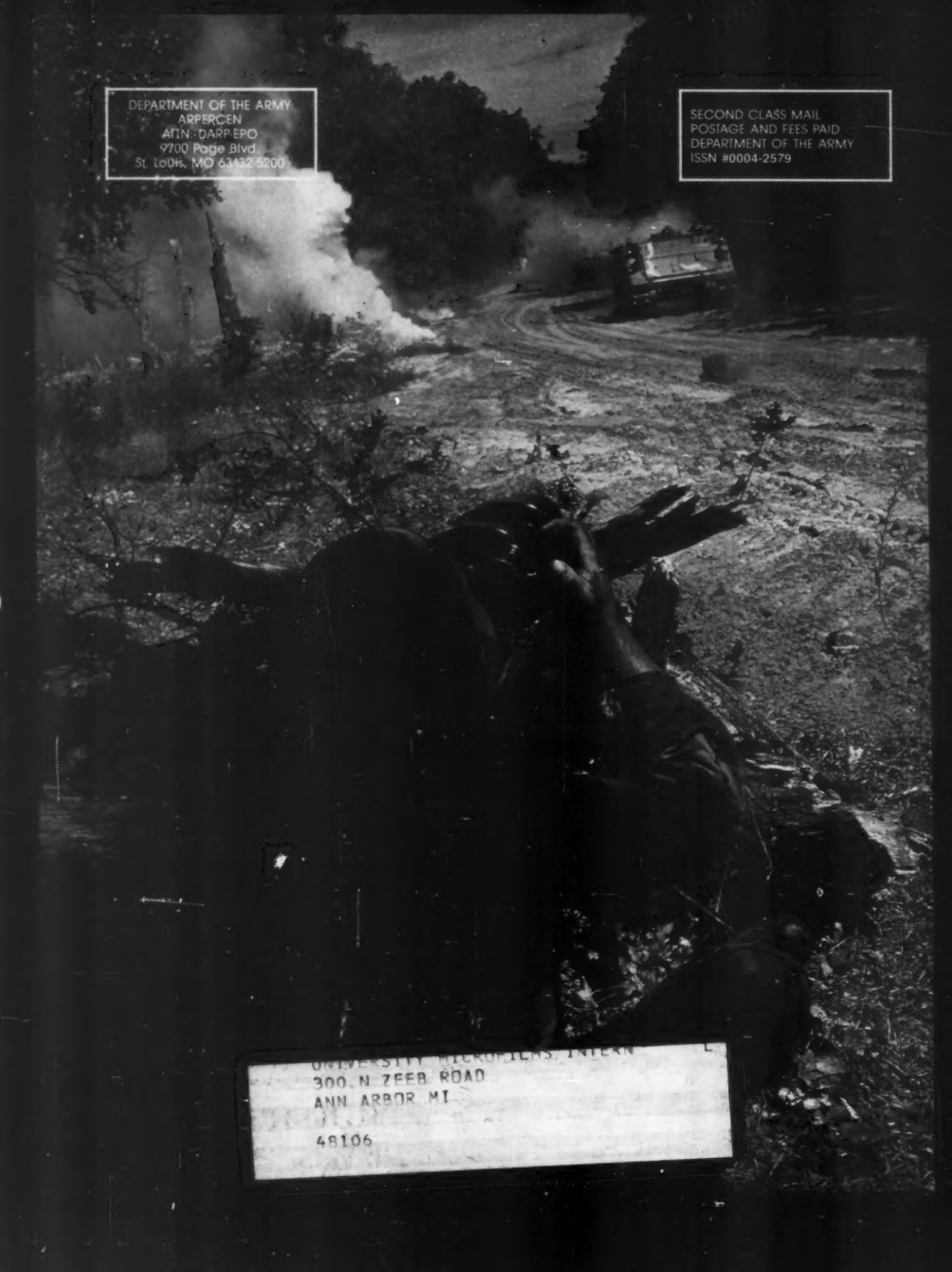
When you formulate your command philosophy, you must be totally honest. You must know yourself as a leader, and what you value. You must base this philosophy on *your* beliefs, and not simply on what your boss believes, or what sounds good.

Soldiers also check for consistency between the written words and the commander's actions. If your actions don't match your stated words, then you'll have a disconnect between stated values and operating values. Soldiers do this not to "check up" on the boss, but to determine what's right. A written philosophy based on what sounds good rather than what is believed is far worse than no philosophy at all.

If a unit truly lives its command philosophy, it will become a high performer through its commitment to excellence.

Copies of the evaluation tools mentioned above are available from the FORSCOM Leadership Branch, which welcomes comments on this column and on all areas of Army Reserve leadership. Write to HQ FORSCOM, FCJ1-RTP, Fort McPherson, GA 30330-6000, or call Autovon 367-6872/6892; commercial (404) 669-6872/6892.

(Maj. Hoopengardner is a leadership staff officer at the J1 Retention Division, Headquarters Forces Command.)



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ARPERCEN
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